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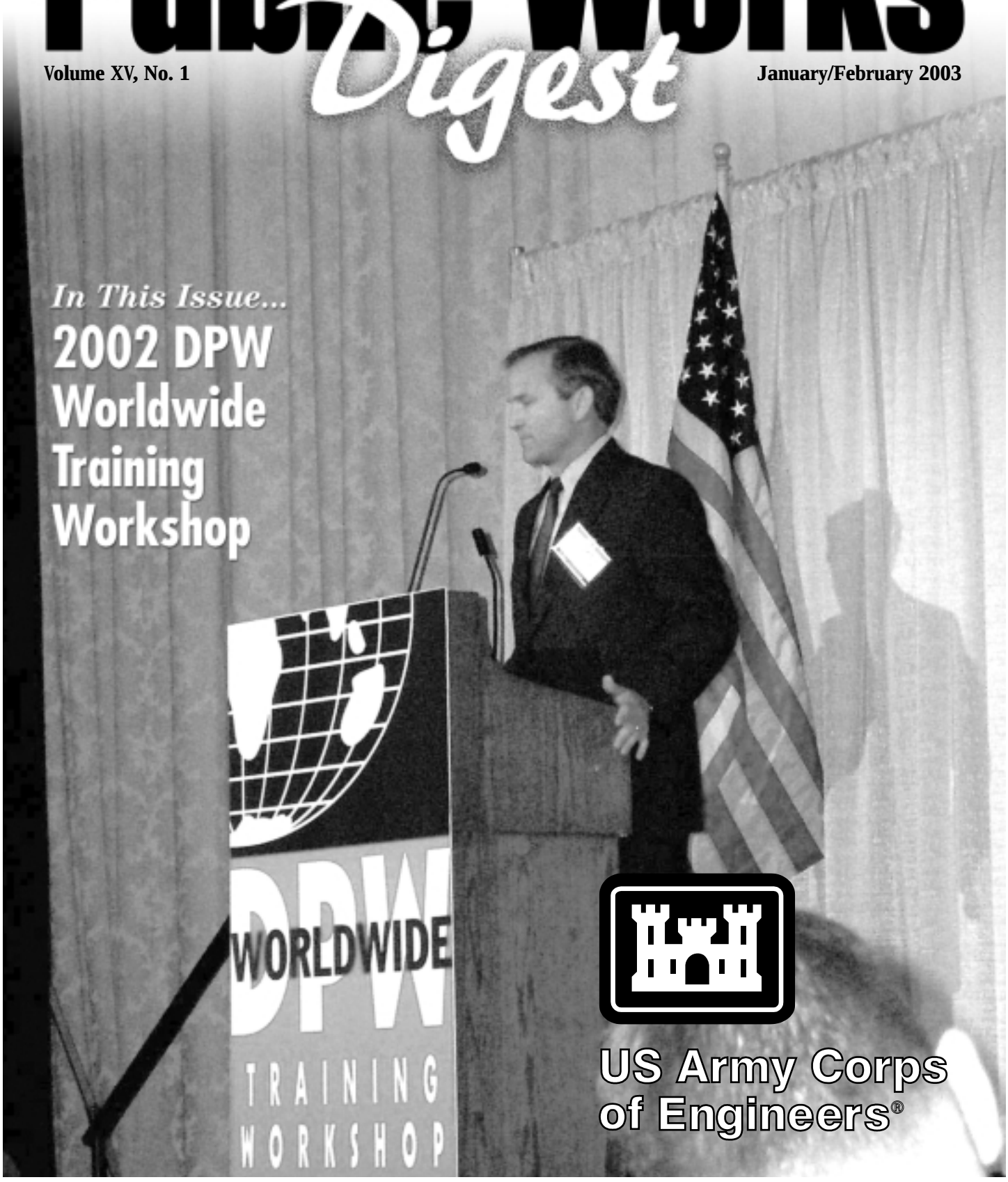

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2002 DPW Worldwide Training Workshop

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On the cover:
Texas Congressman Chet Edwards (D) talks about the relationship between Congress and DPWs at the 2002 DPW Worldwide Training Workshop.

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LETTER FROM THE EDITOR

*The theme for this **Public Works Digest**, the first of the New Year, is the DPW Worldwide Training Workshop, which took place in Washington, DC, on 2-5 December 2002. The members of the organizing committee, headed by ACSIM's Dave Purcell and HQUSACE's Rafael Zayas, deserve an extra pat on the back. And hats off to ISD's Jim Ott, who also played a key role in the planning of this important event. With the support of contractor LHMI, these gentlemen worked hard to ensure that every thing went off without a hitch. The only thing they couldn't foresee or prevent was the snowstorm on the last morning of the conference, which caused some delays and late arrivals, myself included. Even the exhibits couldn't have been more interesting, more varied or more strategically placed.*

*On the first day, I asked Jon Moore, LHMI lead, to put my box of January/February **Public Works Digests** in a more prominent place. Yet when he went looking for them, they were almost all gone already. I'm not sure who was picking them up, but I do know that several exhibitors and DPWs introduced themselves to me and expressed an interest in submitting an article to this publication. Regardless, it is always nice to hear from our readers whether they are from an installation or the world outside.*

As an extra-added attraction, the nine 2001 DPW Annual Awards were presented by Secretary of the Army Thomas White with Chief of Engineers LTG Bob Flowers and ACSIM MG Larry Lust also in attendance. What a photo-op for the winners! HECSA photographer Marti Hendrix sure had his hands full that day! You can see a sample of his work in the article on p.10.

And what a line-up of speakers in the plenary sessions! Co-hosts John Nerger, ACSIM, and Kristine Allaman, ISD, had a field day introducing them. From Secretary White to Deputy Under Secretary of Defense (Installations and Environment) Ray DuBois, Assistant Chief of Staff for Installation Management MG Larry Lust, Assistant Secretary of the Army Dr. Mario Fiori, Vice Chief of Staff of the Army General Jack Keane, Installation Management Agency Director MG Andy Aadland, and of course, our own Chief of Engineers LTG Bob Flowers and Director of Military Programs MG Carl Strock. And don't let me forget Congressman Chet Edwards from Texas and motivational speaker Dr. Jeff Salz. What can they possibly do next year to top this?

On a more serious note, we lost a truly valuable member of the Corps family on 28 December 2002. On his way to visit his stepmother in Iowa, Rik Wiant, ISD planner extraordinaire, was killed in a head-on collision only a few miles from her house. Stunned by the horrible news, we struggled to cope as messages and queries flooded Corps Headquarters from all over the U.S. and Europe. Rik had many interests and he worked in many different areas. I tried to capture some of these in a tribute on p. 4.

*On a final note, Deputy Director of Military Programs Bill Brown retired after 37 years in public service. A very diverse group of friends, co-workers, former co-workers and family gathered together on January 10, 2003 at Bolling Air Force Base to salute him and wish him well. In his moving, heartfelt remarks, Brown said he was humbled by the praise he had received and how much he had enjoyed his long career. Dwight Beranek, former Chief of the Engineering and Construction Division at Corps Headquarters, is the new Deputy Director. You can read all about him in the Who's Who section of this **Digest**.*

Until next time…

Alexandra K. Stakhiv

Editor, Public Works Digest PWD

Remembering Rik Wiant

by Alexandra K. Stakhiv

Fredrik (Rik) Wiant, planner for the Installation Support Division, U.S. Army Corps of Engineers, was killed in a tragic car accident on December 28, 2002.

We will probably never know what really happened on that fateful Saturday afternoon. But we do know that we have all suffered a terrible loss. Just how great a blow that is will be felt in the days ahead by those who will try to fill Rik's shoes. They will find it a daunting task because Rik was engaged with many people around and outside the Army, working on a multitude of tasks. The standards he demonstrated will be very difficult to meet.

An outgoing kind of person, Rik was always ready to discuss any current hot topics and where the Corps should stand on those. Yes, he was opinionated, but his ideas were always well thought out and well-intended.

Rik was my co-worker and friend for more than a decade. I first interviewed him for the Digest in January 1993 when we both worked in the U.S. Army Center for Public Works (CPW). His was an easy Profile to write, because by then I knew what a smart guy he was and how much he contributed to our organization. As one co-worker put it, "Rik really knew his stuff!"

Rik was the only person I ever met who always did an after action or trip report and he did it immediately upon his return to the office. He shared it with all his co-workers because he cared about the organization being smart and looking good, not just himself. There were numerous other things that he did quietly, without fanfare. For example, how many of us appreciated or even realized that Rik maintained the majority of the active pages on the ISD website?

For that matter, how many of us knew that Rik had not one but two master's degrees in history, one from the University of Denver and another from Stanford University? Or that he had done several stints in the Army and the National Guard as an officer, earning the Army Commendation Medal with Oak Leaf Cluster and the Army Reserve Achievement Medal? Or that he was an Eagle Scout and a Scoutmaster? Or that he devoted his spare time to his church where he served as an elder, sang in the choir and taught Sunday School?

Rik was probably best known to us for creating and producing VISIONS. He wrote this newsletter for Army master planners and real property managers worldwide, sending it out on e-mail and to three bulletin boards. As editor-in-chief, he gathered information from the field, DA staff and CPW/ISD/ACSIM personnel and wrote articles on a wide variety of topics including how-to-improve procedures, community news, installation success stories, individual accomplishments, and policy guidance. While the number of issues he put out declined over the years due to his ever increasing workload, his readership continued to expand. As a by-product, he maintained the most extensive POC database within our Division.

In CPW's heyday, Rik ran the Real Property Master Planning Forum on the data distribution system (DDS), covering drafts of regulations, information from conferences, and minutes of the Real Property Master Planning Steering Committee. His articles were copied to a worldwide web page where they were seen by an even larger audience.

He also supported several master planning programs including Joint Land Use Studies (JLUS), which aimed to improve the relations between communities and installations.

Concerned about breaking through the planning "stovepipes" we had within the Army, he wanted to link master planning

Rik Wiant

with range and training land management, and work on environmental problems. He was particularly active where data standards and GIS were concerned, advising the Federal Geographic Data Committee and Tri-Service CADD/GIS committees.

"GIS technology will have a revolutionary impact on installation management," he predicted. "Right now, there are a lot of good ideas, but not nearly enough sharing or direction. It's our biggest challenge!"

Last year, Rik presented the GIS-R session at Symposium 2002, and extended Army representation on working groups to involve more relevant GIS expertise. He also developed and presented a "GIS in Planning" session at the Installation Management Institute and briefed the Director of Military Programs on GIS support to the Army.

On the ARSIC GIS Committee, Rik worked with HQDA, NGB and AEC GIS experts to develop a preliminary Army GIS

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policy. He also attended corporate staff meetings at the CADD/GIS Center for Facilities, Environment and Infrastructure, keeping ACSIM and HQ staff apprised of the important issues and status of initiatives.

As a member of the GIS-R PDT, he served as a beta tester and demonstrator for the system, continuing to provide advice to the development team on appropriate views to support master planning, especially at the HQ level.

Well known as a meeting organizer, Rik helped put together Real Property Planning and Management Steering Committee meetings, special work sessions and training conferences. At last year's American Planning Association and Federal Planning Division, Rik conducted an "Army Planners Session." He also worked with the other services on the Federal Planning Division of the American Planning Association annual workshop. He looked at this as "a terrific opportunity to share our experiences with Air Force and Navy counterparts."

In recent years, Sustainable Development and Design (SDD) became a passion and significant effort as Rik rapidly became the SDD guru for our Division. His presentations at conferences and workshops such as the DPW Worldwide, the Installation Management Institute and the CENAD Installation Support Workshop covered design aspects as well as planning. As the Army representative at most meetings of the Interagency Sustainability Work Group last year, he presented and explained the Army's program. Having developed the initial guidance for assessing installation sustainability, he continued to serve as an associate member of the LEED™ Multiple Building Standard working group.

Rik also concentrated heavily on increasing awareness of the Environmental Operating Principles (EOP) within the Corps and publicizing them in external communications, including the GSA real property magazine.

As an outcrop of 9/11, Rik was assigned to the HIFLDWG (Homeland Infrastructure Foundation Level Data Working Group, where he was an active participant and a good source of information for USACE. Some of Rik's other planning initiatives included developing an initial draft for the Master Planning Support Program Management Plan, presenting instruction on master planning and GIS to the Garrison Pre-Command Course and DPW Management Course, participating in the development of a master planning support concept for Transformation of Installation Management (TIM), and contributing to a guide for conducting planning charrettes.

Finally, Rik served as the primary Directorate representative in HQ USACE Knowledge Management efforts and on the Science, Engineering, Technology common delivery framework PDT. He was also involved in a related effort to develop the USACE Technical Expertise Network.

In his last e-mail to us, Rik talked about how well the IKO presentation was received at the DPW Worldwide Workshop. Rik had already begun using it for a Planning and Real Property "Community of Practice" site that can potentially replace our existing website library and much more. "It is working now," he beamed, and ever thinking of future expansion, he added that "the key would be working out the arrangements to use AKO security logins, so that we can post and share material not on our public website."

Never one to sit around, Rik had recently worked very hard to become a certified planner, passing a rigorous test administered by the American Institute of Certified Planners forr this area of expertise. He also.had already set his goals for 2003 to include meeting ACSIM expectations for improved Installation Design Guide guidance, finishing the Draft Master Planning Program Management Plan, developing and conducting the Army master planning session at the FPD Workshop in Denver, facilitating the expansion of GIS-R (Army Enterprise GIS) and data sharing with USACE CorpsMap.

Dizzying? Yes! But that was Rik—interested in everything and everyone, and so tenacious about translating those interests into products for the greater good of the Army. Who will do all that work now that Rik is gone? Good question with no answer.

Cubicle 3R90 sits vacant. A half empty coffee cup, a few photos of loved ones, a brother's artwork, some conference posters and a 2002 calendar are what we see when we pass by. But there is also much evidence of work in progress— names and phone numbers scrawled on yellow stickies are everywhere; the desk, chair and floor are piled high with papers pertaining to ongoing projects; and the red message light on the telephone is lit up brightly. For now, it all stands as he left it before the holidays.

To think that we will never see Rik again, or hear his voice, or get another copy of VISIONS from him is still too much to grasp or comprehend.

Alexandra K. Stakhiv is the editor of the ***Public Works Digest****.* PWD

2002 DPW Worldwide Training Workshop—transforming installation management

by Alexandra K. Stakhiv

The 2002 DPW Worldwide Training Workshop was a resounding success and everyone I spoke to said it was definitely the best in a long while. Power-packed with Army senior leaders and guest dignitaries, the plenary sessions offered something for all 485 federal and 52 non-dfederal participants, while the breakout sessions gave them a chance to speak out and discuss new concepts. The new Installation Management Agency (IMA) was on everyone's lips, with every speaker expounding on it or alluding to it in some way.

As always, the goals of this year's workshop were to give public works professionals an update on policies and Army initiatives, to discuss new ideas and lessons learned, and finally, to solicit success stories and problem areas, said Rafael Zayas, HQ USACE lead on the workshop Planning Committee. "And we certainly succeeded on all three counts!" he announced.

Presentations by four professional associations were new on the program this year. The International Facility Management Association (IFMA), GSA Facility Maintenance Services, Society of American Military Engineers and Professional Housing Management Association held seminars on December 2, the day of registration. Rik Wiant from ISD's Planning Branch attended the IFMA orientation and took the sample Certified Facility Manager's exam. He said it was very hard and later joked that he wouldn't have passed.

"I think there is substantial merit in having installation managers who meet this level of skill," Wiant said. "It is similar in some respects to AICP (American Institute of Certified Planners) and overlaps some, but I would not make that the primary professional association for planners."

He felt it definitely would be a plus for Chiefs of Real Property and DPWs and IMA staff to have, especially now when more is being done by an outsourced workforce and engineering activities are less frequent than program management tasks.

"The focus is on managing real property in a competitive market place, where tenants have choices; and the manager must consider cost containment, while meeting rising tenant expectations," Wiant said.

Kicking off the plenary sessions was Assistant Secretary of the Army (Installations and Environment) Dr. Mario Fiori. He strongly praised the DPWs for performing a vital task. "You are in the trenches," he said, "and you should be very proud of what you do."

Reminding us of General Eric Shinseki's historic speech on Transformation three years ago, Fiori said we need to take a good look at where we are now and what we should be doing. If a function is not a core function, should we be doing it? Admitting that the definition of core functions still needs tightening up, he posed the question "Is what the DPWs do core to the Army war-fighting mission?"

We are all constantly being asked to do more with less and the DPW is no different, Fiori continued. Since some DPW work does not fit in with the core functions, e.g., housing maintenance, we need to look for alternative ways to get that work done. "A program like RCI is a good choice," Fiori added, "it allows good housing sooner than traditional methods."

Amazed at how quickly IMA was organized, Fiori stressed that the organization was set up to achieve efficiencies, allowing for innovation and the opportunity for change. Thus we want to contract out furniture repair and demolition before the end of the year, he said.

Assistant Chief of Staff for Installation Management MG Larry Lust talked about the status of installation management by asking a series of true/false questions about the new IMA. For example, "Is it true or false that IMA was created to provide ➤

(L to R) ACSIM's John Nerger introduces members of the Innovative Strategies Panel: COL Gordon Wells, LTC Sam Anderson, Kristine Allaman (Chair), and Stan Sokoloski.

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a corporate structure with the focus on efficient and effective installation management?" True. "Is the IMA a MACOM?" No, that is false. IMA is a field operating agency.

IMA's focus is on effective installation management, providing a consistent standard and stopping the migration of dollars to other missions, he reiterated. The IMA may be up and running, but there is still a lot to do.

Switching to facilities infrastructure, Lust pointed out that the Army is not on track to meet the OSD guidance for 67-year recapitalization rate by FY07. The Army will privatize those utilities that are economically feasible by FY03. Sadly, his chart showed that 62 percent of Army housing is inadequate. We may have "the plans and programmatics" in place to eliminate by FY07 but we can't really eliminate inadequate housing until FY12, he said.

Not all Army Family Housing will be privatized under the RCI, Lust added. Unfortunately, our plans are not on track to meet the OSD modernized permanent party barracks by FY07.

Our BRACs have closed 112 closed installations in CONUS and realigned 27. Of the original 266,000 acres of BRAC property, 141,900 acres still need to be disposed of—with unexploded ordnance remaining a big problem. "Every state has a different opinion on what is *clean*," he said.

Environmental compliance is not an option, Lust stressed. The Army has paid a hefty $6.78 million in environmental fines over the last four years.

The fact that DPWs have saved 38 percent overall through competitive sourcing makes it obvious that A-76/competitive sourcing is not a passing trend, Lust said.

Chief of Engineers LTG Bob Flowers discussed several items of interest, including

Motivational speaker Dr. Jeff Salz encourages workshop participants to welcome change.

Fort Future, the Environmental Operating Principles (EOP) and Master Planning. A little while later, Secretary White called Flowers "the best darn Chief of Engineers in years!"

Flowers told the audience that the Corps of Engineers is committed to supporting Army installations today and tomorrow. Talking about the role of the Corps and how it is changing, he explained how we are leveraging experience learned across its diverse missions and organizations. The key now is tapping into that experience to solve the same problems elsewhere.

Flowers also showed a chart listing 91 countries that the Corps is helping today, in many cases providing construction support, demilitarization work in former soviet countries, technical assistance in Nigeria, and construction work as in Israel and Ukraine.

With so many challenges facing the world today, he said we must support our president's priorities of protecting our homeland, revitalizing the economy, and winning the war on terrorism. To those he added fixing/replacing our aging infrastructure, and planning more sustainable development.

According to the Chief, the Corps can help bridge the gap with ongoing requirements, future needs, and personnel and budget shortfalls. To offer assistance beyond the traditional roles, the Corps utilizes PM forwards, centers of expertise, research and development, planning charrettes, tele-engineering and sustainable development. His examples included Fort Bliss using checkbook funds and Fort Carson needing assistance with 1391s. Here the Chief praised several folks for helping build 1391s for critical projects, such as Steve Wong at Fort Carson.

"We may be able to help you," Flowers told the DPWs, "but unfortunately, we do not always come with money. The good news is that we can help you get some. The Corps' work at districts is reimbursable, and we are leveraging civil works to support Army requirements."

The Corps has evolved from stovepipe to program management (one door to the Corps) to cross-functional project delivery teams. "We now do horizontal and vertical teaming throughout a project's life," Flowers explained.

As a learning organization, the Corps is implementing tools for change. For example, Knowledge Management (KM) tasks help us to check if anyone has dealt with a similar problem before and how they went about solving it, he added.

"The Corps has made a commitment to ensure the customer is a part of the team, to have open communication, to provide responsive service, and to give effective engineering solutions. We want to be your agency of choice. If we can't help, we'll send you someone who can," Flowers concluded.

Ray Dubois, Deputy Under Secretary of Defense (Installations and Environment) spoke about BRAC 05. The kick-off memo went out on 15 November 2002, and the Secretary of Defense chaired the first meeting of the BRAC 05 Steering Group on 19 December.

The Army is the leader in utilities privatization, said Dubois. "We do not have the money that is needed and so we need to privatize our utilities. In the area of energy conservation, we've already saved 6 ➤

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billion BTUs using ESPC. That's 8 percent of our overall goal of 30 percent."

Military families must continue to be our main focus, Dubois concluded.

Secretary of the Army Thomas White made the president's priorities his own but with a slight twist. "First, we must win the global war on terrorism; second, transform the Army; and third, securely and effectively use resources to accomplish the first two," he said.

Giving the "The Army Perspective," Secretary White spoke of better installations for our soldiers. "The work of DPWs is enjoyed by military families everywhere. Our soldiers are physically tough, they shoot better, they take care of each other, and they execute better drills," he said.

"Transformation is about the way we do business and it covers how we are transforming our installations too! Installation readiness is operational readiness—they are inseparable! Thus, family/installation issues are all readiness issues."

The Army has too many people involved in non-core activities and we are looking at those and hoping to outsource them, he added. The quality of our leadership is essential to the outcome.

Vice Chief of Staff of the Army General Jack Keane made a lasting impression, giving the audience a clear endorsement of the new standards movement. The standard of excellence he used is the Air Force. "A soldier should be able to find his way on a strange base at night," he said—a reference to the need for good signage, numbering, and standard facility designs. "No haves and have nots, please!" he stressed.

Keane called RCI the most imaginative thing in the last 15 years. He also criticized the Army for a "significant failure to understand the value of the actual real estate."

"We do not budget for war. We pay for it out of operating accounts, so be prepared for a rough ride," Keane warned.

Texas Congressman Chet Edwards explained his four reasons for attending the DPW conference. First, he wanted to thank our soldiers for their work and many sacrifices and our DPWs for improving the quality of life for those soldiers. "Your work impacts on the daily life of so many," he said.

Second, Edwards wanted to hear the questions and comments directed at privatization, IMA, and Congress. "We do not have a good bridge between Congress and the DPWs," he noted, "and we need to improve that communication."

Third, Edwards wanted to share his observations on installation operations. He stated that there weren't many lobbyists fighting for increases in installation management funding. "There are many more lobbyists fighting for aircraft carriers than for soldiers and their families," he said. "There is not enough profit in the latter. We are entering a different budget period for installations since 9/11 took away a lot of our funding. Funding for the future will be ever more challenging with BRAC 05 coming and procurements programs sucking money away," he added.

Fourth, Edwards said we all have to work harder to be more efficient. We need to use privatization, RCI and other innovative ideas to efficiently carry out the challenge. "If privatization doesn't work well for you," he said, "go on to something else, don't force it. Don't look for simplistic solutions to complex problems. Keep in mind that privatization us not a panacea for everything."

IMA Director MG Andy Aadland provided the DPWs with a look at IMA's first 60 days. Briefly going over the history behind IMA's creation, he again stressed that IMA is focused on installation management as a key component of Army Transformation. Recruiting continues and we are "rightsizing" at all levels, he said. "In addition, civilian and military leader development programs are evolving while our standards development is at full-court press."

"The transformation of installation management is a significant paradigm shift in the way the Army manages installations," said Aadland. "Years of underfunding our installations have taken their toll and this must change."

Current funding levels only lead to continued facility deterioration. A significant piece of the IMA vision is to "develop and sustain an innovative, team-spirited, highly capable, service-oriented workforce—which is a vital component of the Army team," Aadland said.

The IMA mission consists of responding to emerging installation management requirements, assessing resource ➤

COL Gordon Wells, Fort Worth District, focuses on the importance of master planning.

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requirements to the Department of Army and guiding, directing, enabling and overseeing assigned garrisons. "To accomplish this," Aadland added, "we need to partner with the private sector and they with us in the areas of technology, best business practices and programs like RCI. The DPW and industry are vital partners on the IMA team."

MG Carl Strock, Director of Military Programs, HQUSACE, showed how the Corps of Engineers is supporting President Bush's priorities as well as Secretary White's. Major military programs include MILCON, Environmental, Interagency and International Support, and Installation Support as well as Contingency Support, he said.

The main key to MILCON success is the project delivery team's use of the project management business process. In addition, a communication plan with a customer focus, a project management plan geared towards the customer's expectations and an early acquisition strategy coupled with the charrette process all can add up to success, he said.

Strock went over the challenges faced by DPWs today— privatization studies, outmoded utilities, BRAC 05, decaying infrastructure, an aging workforce, anti-terrorism and force protection as well as a $36 billion backlog. "USACE can help," he said to the DPWs, "as an extension of your staffs. The wide diversity of *our staff* allows us to do this for you."

"Our installation battlelab is testing new concepts through virtual teams. We need to change the way we do things to accommodate the changes around us," Strock concluded.

Many in the audience recognized Dr. Jeff Salz from television programs aired on cable's Discovery channel. With a welcome shift to a lighter topic, the motivational speaker gave a powerful call for embracing change and not running from it. "Easy times are the enemy that puts us to sleep. Adversity is the friend who wakes us up. We need to look at change as an adventure," he advised.

"If you do what you always did, you'll always get what you got before. So take a chance, do something different, and don't be afraid to fail. Fail and fail frequently! admonished Salz.

General Jack Keane, Army Vice Chief of Staff, explains the new standards movement.

Salz stressed the importance of being a creator, not just a member. Urging the audience to aim high, he said, "Always have large goals, even if you fail, because if you have small dreams, you will have a small life. In the process, you will discover just how much you have inside yourself."

Creative participation, active participation, and emotional participation add up to an antidote to boredom, so give it all you've got, Salz encouraged. Give more than you think you can. Imagine the possibilities and dream. Commit to compassion and learn how to be of service. Take on new challenges that require new skills. If you want to be successful, you have to push everything as far as you can and then some.

"Work is our love made visible— enjoy the view," Salz concluded.

As always, breakout sessions were conducted after the general session each day. On the last day of the workshop, MG (P) Jerry Sinn gave an informative and interesting Army budget update, followed by two panel discussions.

Deputy Assistant Secretary of the Army for Privatization and Partnership Bill Armbruster was the leader for the Outsourcing and Privatization Panel. Assisted by MAJ Paul Olsen, LTC Sam Mansburger and Susan Bauer, he talked about the new Business Initiatives Council (BIC), where "innovative ideas will be given a boost." Encouraging DPWs to take a look at the BIC, Armbruster said, "If you have a good idea, we'll assign a champion. We are doing the best we can to work with you to get the private sector involved."

ISD Chief Kristine Allaman led the Innovative Strategies Panel. Other members included COL Gordon Wells (Fort Worth District), who discussed the importance of planning. "We need to be pro-active in master planning our deployments," Wells advised. Security expert LTC Samuel Anderson (FORSCOM) gave a *Blueprint for Access Control Points*. DPW COL Richard Conte talked about some of the innovative strategies they're using at Fort Lewis such as sustainable design. "Planning must be done parallel to execution in a constantly changing environment," Conte cautioned. "The challenge is to remain flexible and adaptable." Stan Sokoloski (IMA, ➤

2001 DPW Annual Awards

The Directorate of Public Works (DPW) Awards Program is an annual competition conducted since 1994 by USACE in support of the Assistant Chief of Staff for Installation Management (ACSIM). The program was initiated to foster a spirit of peer recognition for the best in the DPW business worldwide. It involves selecting the winners for outstanding accomplishments in nine categories of installation Public Works activities. Installations/activities submit nominations to MACOMs, who forward their selections to USACE for consolidation, and USACE then returns them to the MACOMS for ranking. MACOMs may not vote on their own submissions. When MACOM ranking is completed, the packages are returned to USACE for computation of the winners.

The 2001 winners were announced and presented their plaques by Secretary of the Army Thomas E. White, assisted by Chief of Engineers LTG Bob Flowers and ACSIM MG Larry Lust at a luncheon held during the DPW Worldwide Training Workshop on December 3, 2002. Following is a brief write-up on each winner:

(L to R) ISD's Kristine Allaman announces DPW award winners as ACSIM MG Larry Lust, Chief of Engineers LTG Bob Flowers and and Secretary of Army Thomas White prepare to greet them on stage.

2001 Directorate of Public Works (DPW)
William C. Gribble, Jr.,
Executive of the Year:
Douglas E. Burchett
Director of Logistics and Engineering (DEL)
Fort Jackson, South Carolina.

This award recognizes leadership skills and managerial excellence at the highest levels of installation DPW management. Mr. Burchett has proven to be a technically superior engineer, and an outstanding leader and executive. Under his leadership, productivity has increased in all divisions, while the number of craft shops has been reduced from seven to three, and the workforce reoriented to provide greatly improved customer service. In addition, to improving productivity, all shops, including supply, were centrally relocated into a single, upgraded building. Other initiatives, such as a just-in-time delivery system reduced the cost of supplies by fifty percent and required storage by forty-five percent. The management and productivity enhancements Mr. Burchett instituted resulted in savings of eighty-five work-years, ➤

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Pacific Region Office) challenged workshop participants to "stay current" with pro-active systems management.

Immediately following the close of the workshop, the Installation Support Division hosted an Installation Support meeting for PM Forwards and other interested parties. A recent tradition, the meeting gives attendees a chance to air their issues, questions and suggestions and voice their expectations for the future.

Some of the topics discussed were MSC updates on USACE support to IMA Region Offices and IMA Garrisons; HQUSACE initiatives related to Installation Support; FY02 Installation Support Program Performance; and the FY03 Installation Support Direct Funding Program.

Jim Lovo, Chief of ISD's Installation Support Policy Branch, reminded participants to concentrate on better communication. "We are partnering extremely well with installations," he said. "It is critical to think of how we provide services to those installations and how we communicate with one another. It is important to work across teams. The challenge is to transfer knowledge of problems and solutions to the total teams for we are all part of a *learning* organization," Lovo concluded.

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reduced supervisors by twenty percent, produced savings of $14 million, and resulted in Fort Jackson winning the A-76 competition and retaining real property maintenance and repair work in-house. Mr. Burchett's accomplishments span U.S. Army Fort Jackson and environs and are recognized throughout TRADOC as having greatly modified principles and procedures for the Fort Jackson Directorate of Logistics and Engineering (DLE).

2001 Directorate of Public Works (DPW) Operations and Maintenance Executive of the Year:

John Roszell
Chief, Operations and Maintenance Division
Fort Detrick, Maryland.

The award recognizes managerial excellence and productivity in the DPW operations and maintenance functions at the Army installation level as well as the complex activities and responsibilities involved in planning, programming, and executing engineering operations, maintenance, and repair missions of the DPW. Mr. Roszell's leadership and personal contributions were instrumental in the formation of the Directorate of Installation Services (DIS), which combined the DPW and DOL organizations, and his reorganization of the O&M Division, which combined the Utility Operations and Utility Maintenance Branches achieving the required supervisory/employee ratios, postured the organization for successful A-76 competition, produced work-year and monetary savings, and increased operational efficiency. The development of preventative maintenance (PM) standards and establishment of the PM program improved customer service and customer satisfaction and greatly reduced the rate of equipment failure. Mr. Roszell's extraordinary efforts also satisfy the needs of the four cabinet-level agencies resident on Fort Detrick and improve the quality of life for U.S. soldiers today and for many years into the future.

2001 Directorate of Public Works (DPW) Engineering, Plans, and Services Executive of the Year:

Robert M. Harris
Chief, Construction Management Division
Fort Bragg, North Carolina.

This award recognizes managerial excellence within the Engineering, Plans, and services function at the Army installation level. Mr. Harris' leadership of the newly established Construction Management Division, which combined four offices, has resulted in creation of design status and construction modules for the Annual Work Plan, development of a warranty service-order tracking system, computer-aided design training for all personnel, and recognition of the Installation Master Plan in local and national publications. In addition, his programming leadership has resulted in the construction or renovation of 5,778 barracks spaces, the demolition of 1.3 million square feet of WWII wood, highly-rated customer satisfaction surveys, and the establishment of sustainable design goals. His efforts have greatly improved the Public Works Business Center's operation and quality of life for soldiers and their families.

(L to R) Winners John Burtch, John Roszell, Larry Constantine, and Rob Harris.

2001 Directorate of Public Works (DPW) Housing Executive of the Year:

Lawrence F. (Larry) Constantine
Deputy Director, Engineering and Logistics
(formerly Chief, Housing Division)
Fort Lee, Virginia.

This award recognizes managerial excellence in the DPW Housing function at the Army installation level and the complex activities and responsibilities involved in planning, programming, and providing adequate housing for unaccompanied and accompanied personnel and their families. Mr. Constantine's leadership and management abilities played a key role in the success of the Directorate of Engineering and Logistics housing program. His technical knowledge, wisdom, and experience have earned him many accolades from the installation command and installation customers. Mr. Constantine's guidance in the replacement of over 600 family housing units, new construction of 266 family housing units, the Barracks Acquisition Program, and reinstitution of preventative maintenance have been key elements that greatly improve the quality of life at Fort Lee. Groundbreaking initiatives involving household goods transportation, official travel offices, and designated housing area agents reflect the housing division's cutting edge leadership ➤

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in Army housing. The driving-force for Fort Lee's Army family housing improvements, Mr. Constantine has produced cost reductions and cost avoidances, conserved energy, applied innovations, and improved the quality of life of military housing families.

2001 Directorate of Public Works (DPW) Support Executive of the Year:
Verne Witham
Fire Chief
Fort Carson, Colorado.

This award recognizes managerial excellence and productivity in the DPW support function at the installation level and the complex activities and responsibilities involved in supporting engineering operations and the maintenance and repair mission of the DPW. Under Mr. Witham's leadership, the Fort Carson Fire Department has won numerous awards, including selection as the best in the Army in 1999 and best in Forces Command in 2000, and the Vice President's Hammer Award. The establishment of the Weapons of Mass Destruction training, the prescribed burn program, extensive training programs, and especially the training program for 51M soldier firefighters have been recognized and implemented as models Army-wide. Through the rebuild program, the fire department's equipment has been maintained in like-new condition. Partnering with municipal city and county fire departments has built a strong team and saved lives and property by leveraging firefighting assets. These, and many other cutting edge innovations and initiatives, combined with excellent leadership abilities, have enabled Mr. Witham to provide effective fire department management in a climate of dwindling resources.


Fire Chief Verne Witham (right), Fort Carson

2001 Directorate of Public Works (DPW) MACOM Support Executive of the Year:
John T. Burtch
Chief, Engineering Services and Housing Division, Headquarters, Eighth U.S. Army, Korea.

This award recognizes managerial excellence within the Army Major Command (MACOM) headquarters and the complex tasks involved in integrating requirements, plans and programs, project execution and master planning support. Mr. Burtch's numerous accomplishments have contributed immeasurably to the success of the Eighth U.S. Army family and unaccompanied housing programs. His key role in developing the Housing Master Plan and the Barracks Upgrade Program resulted in authorization for 2,500 build-to-lease family housing units, increased accompanied travel to Korea, and greatly improved barracks construction. As Alternate Chairman of the SOFA Utilities Sub-Committee, savings of $8 million have been realized in FY 2001, renovations and construction completed on time, accessibility standards met, additional funding secured, productivity increased, and lives of military and civilians in the Republic of Korea greatly improved.

2001 Directorate of Public Works (DPW) Installation Support Program of the Year:
U.S. Army Engineer District
Fort Worth, Texas;
Colonel Gordon Wells, Commander.

This award recognizes the U.S. Army Corps of Engineers' support to the installation RPMA mission, with eligibility for the award restricted to U.S. Army Corps of Engineers Districts, Operating Divisions, and Field Operating Activities that provide support to installation-level activities. It also recognizes support to the DPW's operations, maintenance and repair mission, and military construction program. The U.S. Army, III Corps and Fort Hood, nominated the Fort Worth District for several reasons, including their outstanding assistance as a full partner in the accomplishment of the RPMA, OMA, and MCA missions at Fort Hood. Fort Worth District's exceptional support is credited with the successful management of over $108 million in construction; $16 million in sustainment, renovation, and modernization projects; the successful implementation of the Residential Communities Initiative for Family Housing privatization; the ongoing utilities privatization; and the conversion of Robert Gray Army Airfield into a Joint-Use Airfield. Fort Worth District's accomplishments and customer oriented "can-do" attitude have enhanced readiness and greatly improved the quality of life at Fort Hood, Texas.


Colonel Gordon Wells
Fort Worth

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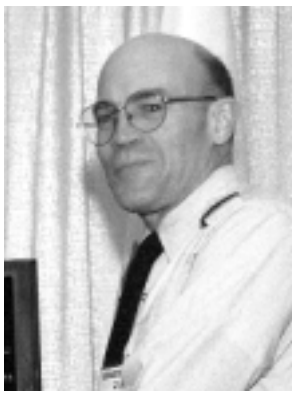
2001 Directorate of Public Works (DPW) Support Contractor of the Year:
Brown and Root Services, Alaska;
Harry Froehle, Manager.

This award recognizes excellence in contractual accomplishment of an installation's DPW mission. Eligibility is restricted to contractors providing extensive base operations (BASOPS) support to an Army installation including all or part of the engineering, housing operations, RPMA, environmental, or engineering support functions. Nominated by the U.S. Army Fort Richardson, Alaska, the selection of Brown and Root Services reflects outstanding achievement in the areas of customer relations and customer satisfaction, a dedicated workforce that displays pride in its work, overall quality and responsiveness to installation requirements, including numerous innovations to enhance service, improve safety and operational efficiency, and motivate employees. Brown and Root's achievements since 1987 attest to the company's outstanding service quality, which has made it a valued partner with the garrison command staff and its manager, Harry Froehle, a regular participant in staff meetings and member of the Commander's strategic staff during recovery from the severe wind damage experienced in the Spring of 2001. In addition to Brown and Root's immediate and courteous responsiveness, its recommendations for improved processes regularly result in cost savings to the government. The U.S. Army Garrison, Alaska characterizes the Brown and Root relationship as "close, accessible, interactive and always available."

Harry Froehle
Brown and Root Services, Alaska

2001 Directorate of Public Works (DPW) Business Management Executive of the Year:
Paula J. Wofford
Chief Work Management Center, DPW
Fort Lewis, Washington.

This award recognizes managerial excellence within the DPW business management function at the Army installation level and the complex activities and responsibilities involved in successfully integrating requirements, plans, and programs for effective execution. Ms. Wofford was remarkably effective in instituting business practice improvements that significantly improved the Directorate of Public Works competitiveness and customer service. Her commitment to providing the very best for the Fort Lewis community has been unwavering through an era of dwindling resources. She was instrumental in leading and guiding DPW initiatives to improve customer focus, service delivery, and emergency operations. This employee's accomplishments span the Fort Lewis installation and its environs and have greatly modified principles and procedures for the Fort Lewis DPW, have produced immeasurable benefits, and provide a guideline for other Business Management operations throughout FORSCOM and Army-wide.



COL Richard Conte
Fort Lewis

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2002 DPW Worldwide Training Workshop

Assistant Secretary of Army (Installations & Environment) Dr. Mario Fiori and Deputy Under Secretary of Defense (Installations & Environment) exit after the general session.

ERDC's exhibit, staffed by Susan Presser, CERL researcher, generated much interest in new technolgy from workshop participants.

John Grigg (center) answers questions with enthusiasm.

Deputy Assistant Secretary of Army for Privatization and Partnerships Bill Armbruster chairs the Outsourcing and Privatization Panel.

MAJ Roosevelt Samuel (left), HQ USACE, and LTC Mark Connelly, Sacramento District, prepare for a breakout session.

(L to R) Greg Tsukalas, Mirko Rakigjija, and Mike Rogers enjoy catching up during a break.

— photos by Marti Hendrix

Director of Military Programs MG Carl Strock (left) answers a question posed by ISD's Rik Wiant. (IMA Director MG Andy Aadland is in the background.)

Rob Harris and John Roszell relax after being recognized as DPW Engineering, Plans and Services Executive of the Year and DPW Operations and Maintenance Executive of the Year.

(L to R) HQ USACE's Rafael Zayas, Milt Elder, Harry Goradia, Alex Stakhiv, Mike Kastle, Jim Ott and Pete Almquist enjoy the DPW Awards luncheon together.

Milt Elder (right), DPW Awards program coordinator, thanks Secretary White for his participation in the awards presentations.

(L to R) Tom Kraeer (RCI), George McKimmie (ACSIM), and Dick Yates discuss current housing issues.

2001 DPW award winners line up to receive their plaques from Secretary White.

PWD

Workshop addresses USACE support to Installation Transformation

by Dana Finney

Army Transformation demands profound changes in the way installations do business. Transformation of Installation Management (TIM) centralizes all management functions while the evolving force brings increasing pressures to speed the facilities acquisition process and meet new requirements – all while ensuring sustainability. How does this environment impact USACE business processes? What changes may be needed to ensure we continue to best serve the Army in these times of dramatic transition?

A workshop hosted by Savannah District convened in October to address these issues. working with Dan Clark, Installation Support Division, HQ USACE, led the 2-day Facilities Planning and Acquisition Workshop to encourage customers and stakeholders in TIM to exchange information and draft recommended processes for identifying existing gaps, charting TIM evolution, and integrating USACE capabilities to support TIM.

"Transformation is moving quickly," said COL Roger Gerber, Savannah District Engineer, in opening remarks. "We as engineers have to figure out how to provide facilities and training ranges to support new weapons that we haven't yet seen, while continuing to ensure an excellent quality of life for soldiers."

COL Roger Gerber, Savannah District Engineer: "District-led programming charrettes should give installation commanders standard products across the Corps."

As Army Transformation gains momentum, installations face tremendous pressures to ensure they will have the infrastructure and business processes in place to accommodate the first Objective Force unit and its Future Combat Systems (FCS) by 2008. The first brigade-sized unit will be rapidly followed by up to three similar units a year based on current fielding or stationing schedules.

Meanwhile, installations must continue to support the existing, or "Legacy" force and Stryker Brigade Combat Teams as transition forces. Concurrent with these escalating requirements are the major changes coming under Army headquarters' reorganization and the new Installation Management Agency (IMA), which stood up on October 1, 2002.

"We are in a period of dramatic change. In addition to the breadth of change, the pace has picked up considerably," said MG Carl Strock, Director of Military Programs at HQ USACE. "There are two possible ways we can react to it — we can become victims, or we can step forward and lead change in a dynamic environment. The changes we're seeing today provide a unique opportunity to redefine how we as the Corps are relevant to the installation support business. This means we have to reengineer some of our processes — we cannot continue doing things the old way and expect to be leaders in this change."

A vital asset to helping the Army manage change is the Fort Future set of planning initiatives at the Engineer Research and Development Center (ERDC), he said. The Fort Future planning initiatives are generating developing a set of tools to model and simulate different aspects of Installation Transformation to help planners make informed decisions. The workshop included presentations on components of the Fort Future "system of systems" that are ready to field now.

Dr. Mike Case, Program Manager for Fort Future at ERDC, presents tools that can already be used in Transformation activities such as programming charrettes

Participants in the workshop represented Department of the Army; USACE HQ, Districts, Divisions, laboratories, and Combat Readiness Support Team; U.S. Army Forces Command (FORSCOM); IMA headquarters; Air Force; and installations. Key players presented their views from theirof the world related tounder TIM. Four round-robin breakout sessions solicited ideas from participants to draft initial recommendations for enhancing USACE planning action-support to installations. Highlights follow and briefings are posted on the Savannah District website, http://www.sas.usace.army.mil.

The view from…

Installation Management Agency. Following the Secretary of the Army's intent to focus the Army on core functions, Army leadership established IMA to assume responsibility for all installation management functions. With this mission, IMA is the agency that will implement the concepts of TIM. Primary among these is a focus on delivering standard levels of service to ensure the same quality of life at all installations. IMA will also provide centralized resource management for installation support services.

Representing IMA, George Carlisle pro-

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Bill Johnston, Engineer Power Projection Officer at HQ, U.S. Army Forces Command, leads a breakout session on force projection issues.

vided valuable information about this new agency's staffing and operating principles. A newly created Installation Management Board of Directors (BOD) provides direction to IMA and advises Army Major Commands (MACOMs) on installation management issues. The BOD is co-chaired by Dr. Mario Fiori, Assistant Secretary of the Army for Installations and Environment, and GEN John Keane, Vice Chief of Staff. The Board includes several other top Army leaders.

IMA has seven (?)Regional Centers that will oversee management functions at installations included within their boundaries. Mission operational requirements will continue to be handled at the MACOM level. "The relationship between USACE and IMA is very important to what we're doing in Installation Transformation," Carlisle said.

ERDC researcher Susan Presser explains the finer points of Building Composer, a facility planning and visualization tool

"It's important to note that IMA integrates *all* installation management functions – not just BASOPS and MCA."

Military Programs. "We have to be attuned to the installations' needs, and especially during this time of dynamic change," said Strock. "As engineers, we know much about their facility requirements, and if we participate in the earliest stages of project development, we can plant seeds that result in quality facilities for soldiers. We can also make sure these buildings are sustainable over their life cycle, and that future maintenance and repair costs are identified and adequately programmed."

IMA, he said, not only will provide installations with more money to build and maintain facilities, but will also produce a more predictable funding cycle year after year. This will enable USACE Districts to plan and program resources for current needs while helping installations develop master plans for their future requirements.

The Districts will continue providing traditional installation support services, including help with programming charrettes. Army headquarters has directed that, beginning with the FY07 MCA program, which is programmed in FY03, a charrette process will be used to develop all DD1391s (document used to request MCA funds from Congress). The purpose of a programming charrette is to bring users and stakeholders together to define requirements for the facility and to produce a defensible DD Form 1391. The charrette can also produce a conceptual design that will show users how the facility will look and function (e.g., site plan, elevations, floor plan, function descriptions, and cost).

Claude Matsui, Combat Readiness Support Team, discusses installation requirements related to Unit Set Fielding.

In addition to identifying comprehensive project requirements, the programming charrette ensures that environmental and siting issues are addressed, and that siting is consistent with the Installation Master Plan. Fort Future's planning tools will give USACE Districts the ability to help installations quickly develop the conceptual plan and to generate information for automated input to the DD1391 Micro-Processor. An additional product of the charrette will be a report from the District to the supported installation in a format that will be standardized across all Districts.

Strock noted that USACE Division boundaries roughly correspond to the new IMA regions. "The Project Management Business Process in the Corps, with our PM Forwards, will serve our customers well in this new climate," he said. "The important point is to do what's right for the Army, and that must be reflected in everything we do."

Combat Readiness Support Team (CRST). Claude Matsui, HQUSACE Program Coordinator for Readiness and Mobilization Support in CRST, placed TIM in the context of rapid changes already in progress with the emerging force. He focused on initiatives at the DoD and DA levels that may change the way USACE delivers facilities to support Transformation.

"The biggest challenge is that we don't know what the Objective Force looks ➤

ACSIM retirees recognized

Soon-to-be ACSIM retirees (left to right) John Krajewski, George Cromwell, Dorothy Francis (and husband), Timothy Ketchum (and wife), and Irene Shifflett listen intently as Assistant Chief of Staff for Installation Management MG Larry Lust reads their citations during an award ceremony held in their honor on January 2, 2003. Krajewski, chief of the Facilities Policy Division, received the Meritorious Civilian Service Award. Francis (Housing Division), Ketchum (Housing Division) and Cromwell (Facilities Policy Division) received the Superior Service Award, while Shifflett (Facilities Policy Division) received a Commander's Award for Civilian Service.
Photo by George Mino, ACSIM. PWD

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like. We need to plan to be flexible and able to build facilities needed for new sensors, weapons, networks, and other systems. With emerging training doctrine that uses a combination of live training and virtual simulations, we may, for example, need to install an information backbone where we never have before, such as on a tank range or in motor pools," Matsui said.

Other infrastructure needs result from Unit Set Fielding (USF). In the past, units have been equipped with new gear and weapons systems as they became available. With USF, everything a Unit of Action needs to fully function will be provided at once, which means training and other needed facilities must be ready at the same time.

COL Gordon Wells, Fort Worth District Engineer, noted, "Installation readiness is becoming more tied to unit readiness than ever before."

In addition, installations will become "Home Station Operations Centers" that support forward deployed units from the home base. This will minimize both the logistics tail and the footprint required for units in theater. Home-based support will use tools such as Field Force Engineering and Tele-Engineering.

What's next?

The workshop's breakout sessions generated excellent dialog among participants and major issues were captured for USACE follow-on action. Two recurring themes in all groups were: (1) the critical need to reinstate effective master planning at installations to support project DD1391 development and (2) the urgency of providing a centrally managed, comprehensive installation data base.

COL Gerber views the group as a "virtual project delivery team" that will continue to develop recommendations for ensuring that USACE's business processes are aligned with the transforming Army's needs. A full report on the workshop will be available from HQ USACE in the near future.

For more information, please contact Dan Clark at (202) 761-5730.

Dana Finney is the public affairs officer at ERDC/CERL.

Photos by Jonas Jordan, Savannah District. PWD

Real Estate and ACSIM lines of communication

by Priscilla W. Paige and Namejs Ercums

Have you ever heard the old adage, "There's nothing new under the sun?" What about "effective communication is everything?" Well, these very smart people were on to something. From the past, the present, and on into the future, it holds true that working relationships have either been strengthened or weakened due to lines of communication.

Both these sayings hold true for the new "old" relationship between U.S. Army Corps of Engineers (USACE) Real Estate Directorate and Assistant Chief of Staff for Installation Management (ACSIM).

During the summer of 2001, an internal report, "A Report On Army Real Estate Processes," came from ACSIM addressing several issues related to the working relationship between USACE and ACSIM. At the request of the ACSIM (DAIM-MD) a review of the processes and procedures for the processing of Army Real Estate actions was requested to determine if efficiencies and improvements could be made in the overall process. The report was limited to the procedures at installations, MACOM, and ACSIM levels and interfaces with the USACE at headquarters, division, and district levels (R&K Engineering 2002).

Of the issues that came out of the report, there were seven recommendations, three of which had to do with direct communication: partnering, closer working relationships, and establishing a joint committee; the other four dealt with improving efficiencies in business processes.

Initially, communication between the agencies occurred on an as needed basis. Each agency had its own delegated functions and was working independent of each other. However, as a result of this report, the agencies have increased their efforts for more effective communication, which has made a difference in how they view and interact with one other.

Through increased efforts for effective communication, representatives from ACSIM and USACE/Real Estate Directorate meet once a month to discuss actions, due outs, and other agenda items pertinent to the progress and success of their joint real estate actions. The meetings are very productive and informative for each agency. In addition, representatives from each agency work both jointly and independently throughout the month to accomplish the goals and due outs set during the meetings.

The results of these meetings are proving beneficial on both ends. For example, ACSIM pitched an idea for an action item tracking system to handle action requests from Army installations. USACE supplied a scope of work and cost estimate to add a module to their Rental Facilities Management Information Systems (RFMIS) software program to manage these action items through the Army's chain of command to headquarters ACSIM. As a result, ACSIM budgeted a funds request for fiscal year 2003 to accomplish this electronic action management system.

The lines of communication between the agencies have increased making the working relationships effective and efficient and lending room for improved processes and procedures as previously recommended.

Communication is key and vital to the success of any working relationship. As demonstrated here, once the lines of communication are opened for understanding and feedback, anything is possible. With continued communication and partnering efforts, the best results are yet to come.

Priscilla W. Paige and Namejs Ercums work in HQUSACE's Real Estate Directorate, Realty Services Division, Program Development Team. **PWD**

USACE Workshop and BEYAC scheduled for February

The 7th U.S. Army Corps of Engineers (USACE) Workshop and the 17th Black Engineer of the Year Awards Conference (BEYAC) will once again be held at the Baltimore Convention Center in Baltimore, Maryland, from 13-15 February 2003.

Each year, BEYAC recognizes America's successful Black engineers, scientists, and technology leaders. The multi-faceted program includes a career fair, professional development seminars, workshops, and networking opportunities, culminated by an evening awards ceremony. The government registration fee for BEYAC is $850. To register, please log on to http://www.blackengineeroftheyear.org.

The USACE Workshop will take place on 13 February 2003 from 0800 to 1530 hours. This workshop provides an excellent opportunity for Corps employees to hear from senior leaders, get the latest information and ask questions on issues relating to their career development and advancement. A fast-paced agenda includes presentations on the "Expectations of a Learning Organization" theme by the Chief of Engineers, the Director of Military Programs and Senior Executive Service members from the Corps as well as a town hall panel and several breakout sessions. This year's guest speaker at the workshop luncheon is Mr. William A. Brown, Sr., former Deputy Director of Military Programs at Headquarters. The registration fee for this workshop is $50 and it is separate from the BEYAC registration fee.

Hope to see you there!

For more information, please contact Olivia C. Henry, (202) 761-0152, e-mail: olivia.c.henry@usace.army.mil

PWD

Real property on Army installations

A short version of the Real Property 101 course was presented at the 2002 DPW Worldwide Training Workshop by Julie Jones, ACSIM's Real Property Program Manager. Talking about the responsibilities for real property accountability and reporting, Jones addressed the laws, regulations, and instructions that tell us how we have to account for our real property assets and performing the different functions of the installation real property office.

"The Garrison Commander is ultimately responsible for real property accountability," she said, "but he delegates it down to a real property accountable officer to act on his behalf.

The different types of installation numbering conventions and their meaning were also covered. For example, the installation number indicates the geographical location and a parent installation has real property accountability and command and control. Sub-installations are those sites that are not parent installations, she said, and base installations are determined by the ACSIM based on mission, locality and population.

Jones also noted that the base installation number is used to determine the official count given to Congress on the number of bases the Army has. This is also the number that the ISR folks use.

The Real Property Inventory (RPI) consists of buildings, structures, land, and utilities, Jones said. Explaining how the inventory is used, she said it captures, at the facility level of detail, the audit trail (paper flow (DD form 1354, work orders, drawings)) that needs to be maintained. The RPI is the official database of record, maintained at the parent installation and updated to HQ's Executive Information System semi-annually or as needed. It gives a snapshot view of what the installation looks like to the different agencies that use the information (GSA, OSD, senior Army leaders, Congress). And it is the baseline for other management systems.

Maintaining the real property inventory is important because it helps drive the POM sustainment budget; supports MILCON requirements; validates installation capability for realignment/closure; is a basis for installation master planning, RPLANS and the Installation Status Report condition assessment survey; assists with Stationing Analysis, BRAC analysis, and HQDA/OSD/GSA analysis as well as financial statements, OSD and GSA reporting.

Jones explained how the data are checked for anomalies before being accepted into the HQ database and how DA goes about working with the Regions/Installations to validate the data.

Addressing the Chief Financial Officers Act (CFOA), Jones said the RPI is used to prepare the financial statements and prepare the audit opinion and audit findings.

"So far the auditors have given us a disclaimer, which is not a good thing," said Jones. "Further, the installations do not have good supporting documentation (audit trail), the recorded values are inaccurate, additions and deletions are not being recorded accurately or timely. The audit opinions we can receive are qualified and unqualified, with unqualified being the better of the two."

"Unqualified means the auditors look in the RPI to find the supporting documentation for what is in the database, and they drive around the post and see that the RPI is correctly reflected in the database," explained Jones. "Now they are finding facilities that have been torn down but are still in the inventory, facilities that have been built but are not in the inventory, or facilities that have major improvements but are not captured in the inventory."

"DoD has 80% of the federal inventory and the Army has 56% of that," Jones continued. "Most of the other federal agencies have gotten an audit opinion which puts the stress on us to get our inventory right. Furthermore, Congress is threatening to decrement 1% of the Pentagon budget, which doesn't sound like a lot of money, but when you look at the billion dollar picture, that means *many* MILCON and O&M projects."

Jones also pointed out that commentators are addressing this very issue on evening talk shows, saying how the Pentagon can't balance its own checkbook. Thus credibility of our inventory is lost.

"CFOA requires us to know and document what we really have, where we have capitalized our assets and if we are good stewards of our assets," Jones concluded. "We must maintain an accurate inventory, since it is the snapshot of our installations that Headquarters uses for many decisions, gives Army credibility, puts confidence in the stake holders, helps us make better management decisions, and puts us in compliance with the laws which really equates to dollars."

POC is Julie Jones, (703) 692-9223, e-mail: julie.jones@hqda.army.mil

PWD

Military Ops on Urban Terrain – nation's biggest

by Dave Harris

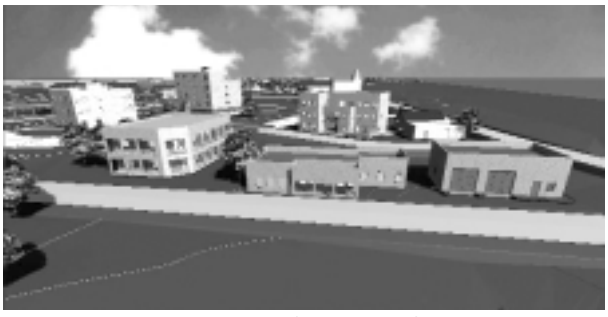
A Seattle District-managed project for a 40-plus-building training facility project at Fort Lewis may be the biggest in the nation and a prototype for the Army in its ambitious transformation program.

"We've completed design and we're about to advertise and build the largest single site that the Defense Department has ever constructed for the new training designed for Military Operations on Urban Terrain—MOUT," according to Russ Davis, project manager. "If we execute as we intend, it's likely to set the standard for all of the other ranges to follow in the Forces Command program. Conversely, just as our team benefited from lessons learned at Forts Campbell and Knox, Ky., there will almost certainly be a few lessons learned from our experience.

"Our work will dwarf the earlier construction at Campbell and Knox," Davis said, "costing between $25-25 million."

Long before the Seattle District team got started on this job, the Fort Lewis MOUT Action Team was working on their vision of the future, Davis said. Their concepts and site selection provided terms of reference when the district team joined the effort. "One of the unique aspects of this project has been the uncommon level of input of troop units and installation staff."

Designers constructed a digital site model in Microstation from civil, structural and architectural drawings to facilitate placement of external video cameras to be installed at the site.



Seattle District will build a "city" for urban warfare training.

Urban training comprises one of the most actively studied issues in the Army today, with a substantial amount of investment for range infrastructure being planned in the near to midterm to improve MOUT training. Why? Army War College research has produced a number of reasons. Demographics is a key issue. Never before have so many people around the world lived near major urban centers. It is increasingly likely that armies will engage in the midst of urban populations as opposed to the open field.

The American experience in Somalia (1993) and the losses that the Russians suffered in the first battle of Grozny, Chechnya (1994-1995) are cited as key developments behind a reassessment of MOUT capabilities. The U.S. Army in particular is most likely to encounter enemy forces that will seek to exploit unbalanced or focused countermeasure strategies in attempts to nullify America's unquestioned superiority in conventional forces. Fighting in urban areas is an equalizer that is thought to be one of the strategies of choice for future adversaries of the United States. In addition, involvement in military operations other than war will also increase the exposure of the Army to urban operations scenarios.

"The results so far in Afghanistan might suggest that we've learned a few hard lessons that most certainly are captured in the latest planning," Davis said. "Our leadership will decide, but there's no question our men and women in uniform may yet have their work cut out for them over the next few years. One thing that Seattle District can do is to make sure that they have the best training facilities that we can design and build."

Urban Warfare - soldiers must fight where the enemy hides; Army Transformation facilities address the latest strategy.

To enable combat readiness training at the combined arms brigades, battalions and companies, detailed analysis by the Combat Arms MOUT Task Force have identified a critical need for Combined Arms Collective Training Facilities—CACTF—at home stations and at the Maneuver Combat Training Centers.

The training strategy focuses on progressively more complex training beginning with individual and team training on a Urban Assault Course, more advanced training in a live fire shoot house, and finally company, battalion and brigade training in the CACTF. A breach facility provides the opportunity for specialized training in explosive, ballistic and manual breaching of doors, windows and walls.

The Combined Arms Collective Training Facility is an update to existing MOUT sites across the Army. It has realistic road network, utility infrastructure, and can be expanded to include shanty towns and an airfield.

Davis said the complex would be one of several around the nation accommodating brigades using the Army's new eight-wheeled armored vehicle, Stryker.

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Dave Harris is the chief of Public Affairs, Seattle District.

PWD

Changing the face of Fort Lewis

by Andrea Takash and Dave Harris

The Army's newest tough-skinned combat vehicle, Stryker, prowls the Fort Lewis campus, stopping to refuel and scratch, itching to deploy. Sniffing the air, Stryker knows it's a key element in Army Transformation. Seattle District's engineering and construction pros scramble to deliver modern habitat and outlets for Stryker to do its job quickly and decisively.

If soldiers had ridden the armadillo-strong Stryker in Somalia, perhaps there would be no *Black Hawk Down*.

Meanwhile, a Martian visiting Fort Lewis reports back to her leader.

"The United States must be in a frenzied economic boom," she says. "I've never seen so much construction going on at one time."

Jim Clark, Seattle District Chief, Military Programs, agrees.

"There's construction on practically every block at Fort Lewis," he says. "Seattle District has helped change the face of Fort Lewis."

The flurry of activity at Fort Lewis is the buzz at union shops in the Boeing world.

North Fort sees timber, concrete and steel ascending everywhere Stryker looks, as if the old Base Realignment and Closure commission had been hungrily eyeing the real estate.

Use it or lose it.

With the war on terrorism, write a check for nine figures for Fort Lewis construction.

"There is nearly $200 million in major construction underway at Fort Lewis today. About 70 percent is in support of Army Transformation," said Col. Rick Conte, Fort Lewis Director of Public Works and former Seattle District Deputy Commander. "Other major projects include new and renovated housing under construction by Fort Lewis' RCI partner [Residential Communities Initiative—private companies building off-post housing for Army families], energy efficiency improvements by Johnson Controls, and a number of force protection measures inspired by the threat of terrorism.

The Army's newest armored vehicles, Strykers, move through the Fort Lewis Transportation Inspection Point-TIP.

"Most of this work is expertly managed by the Army Corps of Engineers Resident Engineer staff under the leadership of Troy Collins and our PM Forwards under the leadership of Steve Miller. With so much happening at one time and our ever-changing security posture, effective coordination and constant communication are essential. Troy and Steve have instilled a customer-focused culture that insures virtually seamless integration into the Fort Lewis staff and minimizes the friction points. They have done a superb job of meeting our customers' needs."

For 2002, the Corps is managing seven projects: a barracks renewal, aviation support facility, vehicle maintenance shop, waste water treatment plant rehabilitation, combat vehicle trail, language training facility, and deployment facility. The two that have the most impact to date are the deployment facility, staggering in scope and crucial to 96-hour deployments, and the latest phase of the barracks renewal project.

The mammoth deployment facility comprises pallet handling, railhead, and transportation inspection point. The pallet handling area will be a massive covered warehouse that will house pre-packaged pallets. The railhead will consist of eight tracks that can transport Strykers and equipment to air transports at McChord Air Force Base or to ships at harbor destined for their deployment location. In a 24-hour period, there will be 160 rail cars flowing through the facility, once it is up and running. TIP, the transportation inspection point, will be the stopping point for each vehicle to be weighed for axle weight and balance, inspected for leaks and loose material, washed, and de-fueled if it has more than a quarter of a tank of gas. If minor problems are found, there will be a maintenance facility on the grounds. TIP also contains a deployment control facility where people can watch the entire process.

Also part of the construction flurry is an ammo supply point. It is 90 percent complete. Ten of these prefabricated concrete "igloos" are finished. They are constructed in the shape of an igloo for one main reason. If there were a spark in one of the units, they would blast up and out, to prevent any kind of chain reaction.

"Marv's Yard" is also part of the facility. It will house larger container supplies that will be loaded directly on to 44-foot containers.

MAJ Steve Ward, project manager, explains, "Since this is a fast track project, there is a six-month advantage. What would have taken 24 months will now only take 18 months."

Joyce Aldridge, Joint Transportation Director at Fort Lewis, says that she is pleased with the progress of the Deployment Facility.

How is it an improvement from what's there now? ➤

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She is quick to explain that the current facility is an old World War II building. "The windows are knocked out, and the roof leaks. The soldiers also have to stand outside when their vehicle is being weighed, but the new weighing facility will be under cover. Thus, they will be protected from the elements of the weather," she says. "At the new facility, everything will be secured. We will be able to store a battalion's worth of equipment. Also, the deployment process will be faster because there will be three full lines, instead of two. To be exact, the process will be two-thirds faster."

A $24 million state-of-the-art battle simulation center will start going up in FY 2003, Ward says.

"It'll be the world's greatest battle simulator," he says, with virtual reality goggles, computer-aided virtual and real-time 3D tanks, helicopters and war-gaming. Operators inside will be linked to live ground forces on post, in Yakima and Korea. Some of the operators will wear virtual reality eyewear, resembling a *Star Wars* scenario.

Other workers busy themselves erecting 300-person barracks and company headquarters, complete with administrative offices and arms storage rooms. They use a crane with a 190-foot boom to place the steel on the structures. Around the outer edges of the barracks they are installing the 17-foot sewage line and storm drains underground. They were able to tap into the underground loop water system.

"On rappel" - Formworkers prepare the walls for concrete on the 300-person barracks.

Tom Olsen, a Project Manager with the Business Center, is busy. From rebuilding the wiring for most of the ranges on post to the Expand Utility Modernization project at Fort Lewis and Yakima, one of his most important projects is the renovation of two hangars for the Stryker unit.

Olsen explained, "Building 3041 will be the location where the Strykers are outfitted with all of their internal equipment. Building 3036 will be where the soldiers learn how to operate and repair the Strykers." Building 3041 is complete; however, building 3046 is only 40 to 50 percent complete. "Strykers arrived at Fort Lewis ahead of schedule. Even though we are still working on the cosmetics of Building 3046, the Strykers are already coming through." This has not been a problem for either part of the team.

Matthew Satter, currently the Project Engineer for Howard Hanson Dam, just completed a $25.5 million renovation of two barracks, an administration building, and two parking lots in the historic garrison area of Fort Lewis, facing many obstacles.

"This was a historical renovation; therefore, we had to bring the building up to the Army Facilities Standardization Program for codes, while preserving the history of the buildings," Satter says. "In short, create an historic equivalent of a Whole Barracks Renewal Project, with a barracks complex and a Company Headquarters building—similar to the new projects going on at North Fort."

Because of the project delivery team's hard work and the execution of design-build, this project was completed two months ahead of schedule and only had a 5.5 percent cost growth. The use of effective communication and the successful application of the Project Management Business Process earned Satter a Commander's Award. Satter attributed his success to his "high-performance delivery team."

The huge effort has not escaped the notice of U.S. Rep. Norm Dicks, who says, "I am very excited about the Army's 'Transformation' effort, now taking shape at Fort Lewis, which will be the test bed for much of the new materiel and strategy that the Army will be using to meet the new and different threats in the years ahead. Transformation is the Army's highest priority and I am proud that the Congress—including the Military Construction Appropriations Subcommittee on which I serve—has quickly invested more than $200 million for construction activities at Fort Lewis since 2000.

"This is an urgent effort, and I am impressed by the pace of the construction work that is being accomplished there to accommodate the new personnel, to test a new generation of rapidly deployable equipment, and to design a high-tech training environment for the 21st century soldier."

Everywhere one looks on North Fort, road work, excavation and compaction-density tests ready the ground for a city rising within a city.

Twenty miles away a frustrated worker pounds the pavement looking for work in a slow economy, but not at Fort Lewis where, economists say, $100 million funnels through paychecks, stores, daycare centers and entertainment events throughout the state, turning back into paychecks four and five times over.

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PWD

Army's Solid Waste Reporting System moves to the web

by Jane Anderson

The Solid Waste Annual Reporting (SWAR) system has been in use by the Army for solid waste and recycling tracking and reporting since FY1999. SWAR replaces the manual solid waste reporting by installations that was commonly included in the DPW "Red Book." The SWAR system combines the tasks of day-to-day tracking and data management, with reporting required by Army, DOD and federal regulations. This eliminates the need for installation solid waste managers to enter the same data into two separate systems.

A major milestone in the evolution of SWAR system was reached on 18 December 2002, with the release of a web-based version of the system, dubbed SWARWeb. The new SWARWeb system provides many enhancements to both the tracking and reporting functions of the system.

On the tracking side, SWARWeb offers more flexibility in tracking transactions than the previous version of SWAR. Users can now track recycling materials in any degree of detail, by adding new recycling types to the pre-loaded picklist.

For installations where a single contractor removes materials for both disposal and recycling, SWARWeb can automatically credit a set portion of the total material weight removed to recycling.

For both disposal and recycling, SWARWeb has added the option to enter data in units of volume. Users can select a conversion factor from a table of common materials, or enter their own value, and SWARWeb will calculate the material weight for the transaction.

The tracking of program costs has also been improved for SWARWeb. Previously, costs had to be entered on an annual basis. Now, they can be entered for any time period, from a one-time cost, to a multi-year expense.

Moving SWAR to the web greatly eases coordination among multiple offices involved in solid waste on the installation. On the old system, multiple users on an installation would have to transfer data files (or worse, paper reports) to share information, or consolidate data for reporting. Now, multiple offices may access the installation's SWARWeb data from any internet-connected computer. This allows data to be entered by those directly responsible for it, with that data being immediately available to other offices having a need for it.

The same advantages apply to reporting. Regional-level SWARWeb users can have access to the data at all installations in their Region. The data can be viewed at any time, and the Regional-level user can run reports to obtain information about an individual installation, or on summarizing data from all installations in their Region. For formal reporting, the installation "submits" the data directly through SWARWeb. The Region can "submit" the data further to Army headquarters level. Thus, once data is entered into SWARWeb, reporting is almost automatic.

Access to data in SWARWeb is controlled via User ID's and passwords, preventing users outside an installation's chain of command from having access to the installation's data. Access is granted in one of three types, read-only, read/write, or read/write/submit. Thus, some users may only view the data, some may view and enter or edit data, and others may have the authority to determine that the data are complete and ready for reporting.

SWARWeb is an auditable system. The system maintains a history of each record, allowing users to see what changes have been made, by whom and at what time. It further indicates which user was the last to make any change to the data.

As was true of the old SWAR system, SWARWeb performs the calculations for diversion rate and cost avoidance required by the DOD solid waste Measure of Merit. Unlike the old system, SWARWeb will also perform these calculations on Regional level or Army-wide data. In the near future, an ad hoc reporting capability will be added to SWARWeb, allowing creation of reports for specific needs.

On a historical note, SWAR was originally adapted by DoD from a Navy software program and was envisioned to be a Defense-wide reporting system, but so far has only been fully implemented by the Army as its official solid waste and recycling data management system. SWARWeb will replace similar data reporting requirements now in the Army Environmental Quality Report.

SWARWeb is currently available on DENIX. It can be reached by following the EITM links, or directly at www.denix.osd.mil/SWARWeb. This page includes more information and help for SWARWeb, as well as the link to enter the system itself.

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PWD

Fort Carson updates rail yard

by Sheri Hronek

Transporting military equipment quickly from point to point, especially in response to a crisis, is a critical task of the U.S. Army. That capability at Fort Carson, Colorado, improved last September with a $19.4 million construction project that substantially upgraded its rail yard.

Rail is a major means of moving heavy equipment such as tanks, infantry fighting vehicles, and trucks. The rail yard at Fort Carson, which was established in 1942 during World War II when Fort Carson was constructed, was long overdue for updating and expansion.

"This project was very complicated because it involved site clearing and refurbishing some of the existing buildings," says Stephen Wong, the Omaha District's field project manager. A total of 24 World War II-vintage warehouses and other buildings had to be leveled before work on the project could begin. The rail yard also had to remain operational while extensive changes were being made. Twice during the Spring and Fall of 2001, construction had to be temporarily halted to accommodate scheduled exercises.

Design Factors

Cost-effectiveness is always a major concern to customers and to USACE, and this project was no exception. The ground at Fort Carson is wet clay, "very mushy" according to Wong. To help stabilize the ground, crushed rock was brought in and rubble from the on-site demolition was used to neutralize the ground's instability.

Weather was also a design consideration. "In the summer, we get quite a bit of lightning and thunderstorms being close to the mountains out here," says Patty Martinez, chief of Unit Movements, Unit Movement Coordinator and user of the new railhead for the Directorate of Logistics. Since Colorado thunderstorms and equipment loaded with ammunition can be a dangerous combination, this issue was addressed with lightning protection over a portion of the rail area so that personnel can load the equipment more safely.

A remote hot load facility was also constructed to permit the loading of tactical equipment with specific types of ammunition. "We had to site that critical load area away from populated buildings," says Bill Davis, master planner and the major construction programmer for the Directorate of Public Works at Fort Carson.

A new rail engine maintenance facility allows personnel to pull Army engines inside for maintenance. "They always had to do the maintenance in the elements and keep them running 24 hours a day during the winter," Davis says. This is because the engines must be kept running or plugged in like a diesel truck in cold weather.

Other features for the 24/7 rail yard operation include several new buildings, equipment spray stations to spray off dust before equipment goes on the railcars and a new parking lot.

The rail yard is also fully lighted. "It's well lighted, and we didn't have that before," Davis says. The type of area lighting designed into the project resulted from a visit to Fort Stewart, Georgia, to inspect that installation's recently completed rail yard. "When an installation has a significant project like this one planned, it is money well spent to send the person doing the programming and planning to other installations that have similar facilities already in place," says Davis.

Omaha District recently completed a project to expand and upgrade the rail yard at Fort Carson. The Container Operations Building is used when railroad containers are being staged and loaded and unloaded from flat cars.

The upgraded and expanded rail yard at Fort Carson. includes a container transfer area used to transfer 20-foot long containers to and from flatcars using the Rough Terrain Container Handler.

The Omaha District recently completed a project to expand and upgrade the rail yard at Fort Carson.. The project involved leveling 24 World War II era warehouses, refurbishing existing buildings and incorporating a number of site specific issues into the design, while permitting the rail yard to remain operational during the project.

Utilities privatization update

by Rich Dubicki

The Army first recognized the benefits of utilities privatization in the early 1990s and has since focused on privatizing its electrical, natural gas, water and wastewater systems.

The Army is privatizing its utilities infrastructure for several reasons. First, owning, operating and maintaining utilities systems are not core Army competencies. Second, at most Army installations, there are public and private utilities companies that can do these functions better and more efficiently. Third, funding for utilities systems has not kept pace with needs and changes in technology and regulations. Fourth, planning guidance issued by the Office of the Secretary of Defense (OSD) requires the Military Services to bring their facilities to Installation Status Report "C2" condition status by 2010.

Privatization is the preferred investment strategy to recapitalize our obsolete utilities infrastructure. The Army has a total of 351 systems in the United States that are candidates for privatization. Of these, 64 systems are privatized, 41 are exempt or had no response during the solicitation process for privatization, 110 are going through the procurement process, and the remaining systems are currently being studied.

Utilities systems at overseas locations are generally owned by the host nation and are being evaluated using host nation laws and international agreements.

Over the years, we've learned several lessons that we are incorporating in our process to achieve better results. For example, at one time, we developed a new Request for Proposal (RFP) for each system being privatized. This was time consuming and resulted in inconsistencies in our process and caused confusion for our utility industry partners. We now have a standard RFP that was developed with input and assistance from industry.

Further, we have adopted OSD's economic analysis tool for the utilities privatization program, and we have developed better tools to identify all government costs to help level the playing field. We are also centralizing this unique type of procurement at the Defense Energy Support Center, an element of the Defense Logistics Agency, and at selected US Army Corps of Engineers activities to take advantage of their expanding utilities privatization expertise.

The Army is committed to privatizing utilities when economical. We will use our improved process to re-evaluate all systems that were initially found to be uneconomical or where we received no response to previous RFPs. The result will be safe, reliable and efficient utilities services for all Army installations.

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PWD

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Coordination

The contractor, Hensel-Phelps of Denver, and USACE parts of the team worked to meet the customer's needs through partnering in this design/build project. "I feel partnering is always beneficial to the contractor, as well as the Corps and the installation, because we can keep communication lines open," Wong says. "We had to keep the rail lines open for their major mobilization and demobilization operations and that took a lot of coordination."

Coordination was also required for the steps needed for the modifications to the site. The old wooden warehouses, considered temporary when built, were demolished. "The demolition took quite a bit of time," Davis says. "We had one very large warehouse that took several months to take down and to take its concrete pad out. That was quite an ordeal."

The demolition also included taking up old rail spurs and demolishing loading ramps that serviced the warehouses. "It was kind of a tenuous situation since the warehouses and rail spurs were all 1942 vintage," says Davis.

Increased Productivity

According to Davis, with the addition of tracks, ramps, the classification yard and loading spurs, Fort Carson now meets Active Army and Reserve Component deployment requirements, and has increased its productivity by about 240 percent.

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Photos by Danny Klima.

PWD

Iowa AAP wins EPA's Pollution Prevention Award for Environmental Excellence

The Environmental Protection Agency (EPA), Region 7, announced the Iowa Army Ammunition Plant (IAAAP) as a winner of the EPA 2002 Pollution Prevention Award for Environmental Excellence for the installation's High Efficiency Paint System Project.

The high efficiency paint system allows twice as many cartridge cases to be painted with the same quantity of paint used in the former system. The current painting system replaced three painting systems and reduced solvent usage up to ninety per cent at the installation.

The high efficiency paint system reduced the amount of volatile organic compounds (VOCs) emitted plant wide by fourteen percent during the period from 2000 to 2001.

The EPA recognizes a business and industry that demonstrate successful source reduction. Source reduction prevents the generation of waste and environmental releases and conserves natural resources. It is the preferred approach to environmental management and environmental protection.

Jim Gulliford, EPA Regional Administrator, presented the award at the Region 7 Environmental and Safety Symposium on Friday, September 20, 2002, at the Fairmont Hotel on the Plaza, Kansas City, Kansas. Jean Brewster, Environmental Manager for American Ordnance, operating contractor at the IAAAP, attended the award ceremony to accept the award.

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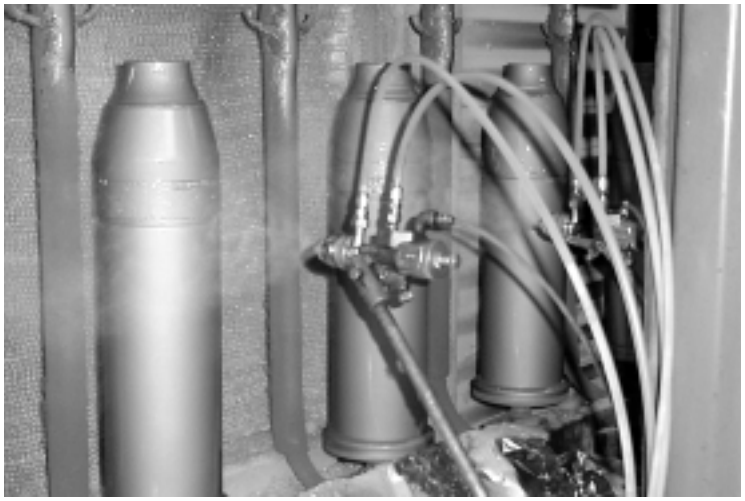
PWD



Cartridge cases move through the high efficiency paint system that mixes paint at the nozzle to reduce solvent use and clean up time.

Army Materiel Command moves to Fort Belvoir

The Army Materiel Command will move out of its Alexandria, Virginia, rented facility this winter in order to ensure the safety of its workers, according to AMC officials.

The first contingent of one of the largest Army commands is slated to move into open existing facilities at Fort Belvoir, Virginia, by February 2003.

"The events of September 11th underscore our need for security and increased safety," said MG Richard Hack, AMC chief of staff.

Approximately 1,100 AMC civilian employees, soldiers and contractors will be impacted by the planned move.

The rest of the command will relocate into yet-to-be-erected manufactured modular buildings by November 2003.

Fort Belvoir offers a suitable site with in-depth military security, and relocation will have minimal impact on employees due to its proximity to the current location, officials said.

The AMC headquarters is also currently undergoing a redesign in order to enhance effectiveness and create a fully integrated operation. The redesign will be provisional in May and complete by October 2003.

The Army Materiel Command is currently the only four-star headquarters in the Army not located on a military installation.

(Editor's note: Information taken from an Army press release.)

Agency teams honored for energy conservation efforts

by Amelia Gruber

On October 24, 2002, the White House recognized five agency teams for their efforts to reduce the federal government's energy consumption.

"Our honorees have proven that the government can be a shrewd user of resources," said Mark Everson, Deputy Director for Management at the Office of Management and Budget.

With more than 500,000 buildings, the government is the world's largest energy consumer. President Bush, like President Clinton before him, has called on agencies to bolster their conservation effort

Clinton issued an executive order in June 1999 requiring the use of energy-efficient building design and technology. Roughly two years later, Bush built on this effort by ordering federal agencies to use energy-efficient appliances.

Teams from the Commerce and Health and Human Services departments, the General Services Administration, the Navy and the Army received 2002 Presidential Awards for Leadership in Federal Energy Management for their efforts to implement the orders.

OMB estimated that together, the award recipients:

- Saved the government more than $100 million.
- Prevented roughly 240,000 metric tons of carbon dioxide from entering the earth's atmosphere.

The Navy Shipboard Energy Conservation team earned the "outstanding performance" award for saving 1 million barrels of fuel in fiscal 2001 by managing fuel consumption and transit speeds. The team's efforts resulted in a savings of $42 million, enough money to operate 19 destroyers for a year.

The Commerce team won the "institutionalization" award for developing a plan to maintain the agency's annual 2 percent reduction in energy use that has resulted in a 34 percent decrease in consumption since 1985. GSA received an "implementation" award for investing about $50 million in new energy-efficient office equipment.

The White House also handed a team from HHS and the Army the award for "results." This team invested $25 million in improving a facility at Fort Detrick, Maryland, which it expects to result in $60 million in energy savings.

The Defense Department's Pentagon Renovation Office won the "outreach" award by engaging the private sector and local governments in energy conservation efforts. The renovation team also used environmentally-friendly building materials and recycled about 70 percent of construction debris.

Amelia Gruber writes for the magazine ***Government Executive****.* **PWD**

Utilities privatization and energy meeting

On 19-20 November, ACSIM hosted a "first of its kind" Utilities Privatization and Energy conference at Fort Belvoir, Virginia. Some 43 individuals from 19 separate activities and offices showed up for the Utilities Privatization session on the first day. On the 20th of November, 20 people from 12 different organizations sat in on the energy part of the conference.

A residual group of people from ACSIM and the new Installation Management Agency (IMA) stayed on for the third day to discuss how best to transfer responsibilities from other activities to IMA and then to the various regions, which make up the new Agency.

The meeting was an integration of the DOD Utilities Privatization/Energy Teams from OSD to DA to IMA to Installation. Facilitating staff offices like DCAA, USAAA, ACA, DESC, COE, CERL, PNNL and Huntsville also took an active part.

Minutes and briefing from this conference are on ACSIM's web site.

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PWD

Automated energy metering and management for military base operations

by Troy M. Hull

Automated Energy Sub-Metering and Data Management has been a vital part of multi-family and industrial facility property management for many years. Owners and managers of properties have enjoyed the rewards of reduced operating expenses and the protection against utility price swings as they transition responsibility for utilities to their tenants. The shared contribution to energy conservation usually goes unnoticed, but is typically in the vicinity of 20-25 percent on multi-family properties.

As the Army continues to transition its installations to more efficient operations through initiatives like Family Housing Privatization (RCI) and Utilities Privatization, the issue of individually metering commercial facilities and housing to collect actual and complete utility consumption data is critical to increasing energy conservation and reducing energy costs.

RCI requires developers to individually meter dwelling facilities as a part of new construction or renovation programs. However, the vast majority of total facilities on military bases are not individually metered for water, gas or electricity. Typically, energy allocation is performed using a variety of factors, such as square footage.

The Army has made vast structural and technical modifications on installations in the battle for energy efficiency and reduced operating costs. Experience in the sub-metering industry however tells us that the true impact on behavior results from direct metering and accountability for commodities used.

Automated sub-metering systems, used in multi-family and industrial/commercial facilities for years have a variety of benefits over traditional manual metering approaches. A list of some of the advantages follows:

Timeliness— Meters are read as schedules with no late reads due to staffing or weather, etc.

Access— Simply put, meters get read, usually daily. This helps to spot problems early in metering cycle.

Accuracy— No human error associated with erroneous transcription of data.

Resolution— Automated systems typically read data daily, usually every four hours, and store the data until downloaded. Most systems then download data daily to a storage medium. This helps to quickly spot trends like leaky water fixtures where immediate maintenance can result in additional cost savings.

Data Management— Consumption data can be managed from a laptop. It can also be presented in a number report formats and graphics for management use. In addition, data can be imported to property management software to reduce labor associated with manual entry.

Automated sub-metering equipment covers the full spectrum of energy delivery devices. Systems are available to meter single- and three-phase electric with no modifications to existing service panels, as might be expected, to install a traditional meter can and socket. Water and gas meter interfaces are available for traditional meters to interface them with automated reading systems. Central heating and cooling systems, gas, steam or electric powered are all meterable with equipment that measures parameters such as zone valve run time, baseboard heat hot water temperatures and combinations of such variables.

The wireless revolution has also resulted in reducing the infrastructure such systems require. Most current metering equipment is wireless, using 900 MHz frequencies to transmit data to local receivers. Local receivers are equipped with modems to allow daily download of data to a central PC.

There is clearly a fit of automated metering systems in military family housing where utilities will ultimately be billed to the service member. There are also clear applications for base operators working to maximize energy efficiency. Metering and direct accountability for usage have the most significant impact on energy consumption behavior.

As more aspects of base operations become privatized, solutions that reduce manpower and increase efficiency will be in demand. Automated energy sub-metering and management is a proven concept in the multi-family and industrial sector and has definite value in military installation applications.

Fort Carson Family Housing, the Army's first privatization project is currently installing automated energy metering equipment and systems in its 2600+ residential dwellings. The management of data collected of the next few years will help determine the most accurate baselines for utility allowances, which should help add the projects overall profitability over the long term.

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PWD

Wind to power up Army posts near capital

by SSGT Marcia Triggs

The Army is helping to decrease the country's dependency on foreign oil by committing to use wind-generated electricity as a partial source of power for buildings in the Washington, D.C., and Maryland areas.

The Army is the first service to make the groundbreaking purchase, which will provide power needs of up to 8 percent to Walter Reed Army Medical Center campuses and Fort McNair in the District of Columbia and the Adelphi Labs in Maryland.

"The Army is a major energy consumer, and it's important for us to lead the way by investing in our country and its future," said John Nerger, the director of Facilities and Housing for the Office of the Assistant Chief of Staff for Installation Management.

By harnessing renewable energy, such as wind and solar energy, the Army isn't necessarily saving money, Nerger said. Currently, it's slightly more expensive than buying coal for fuel, he said. However, wind-generated electricity will help the Army meet its objective of reducing energy consumption by 35 percent by the year 2010, helping to make the country more energy secure.

"From the early 1970s to the year 2000, our dependence on foreign oil has grown from a third of what we consume to a half," Nerger said. "By 2020 it has been projected that about two out of three barrels of oil that the country needs will come from foreign sources. So anything that this country can produce on its own reduces what we need from others."

Standing 228 feet tall with three 115-feet-tall blades are pollution-free wind turbines that are scheduled to provide electricity to the Capital Region in December. There will be 44 turbines built in West Virginia, about three hours west of Washington, D.C.

A wind turbine uses rotor blades, a power shaft and a generator to convert the wind's kinetic energy into electrical energy. The wind makes the blades spin causing the rotary motion to drive the generator producing electricity.

The generator can make electricity with wind speeds of 5 mph, and optimum speeds for power are between 25 and 35 mph, stated a "green power" fact sheet. Green power is the term used for electricity generated by renewable energy sources. The wind turbine can operate in wind speeds as high as 55 mph. When the wind speed exceeds 55 mph, an internal computer shuts the equipment down.

When the wind blows too hard or not hard enough, there are batteries that store a modest amount of electricity. The Army installations in the Capital Region won't have to worry about wind speeds because the percentage of power the wind turbines will be generating is so low, said Satish K. Sharma, the chief of the Utilities and Energy Branch for ACSIM.

Over time, however, the Army may increase the percentage of power it obtains from West Virginia, Nerger said. Also, other installations will most likely take advantage of the power source when it becomes available in their areas, he added.

"The Army's goal is to transform into a lighter, more mobile force, and renewable energy plays a part in that. One day equipment will be deployed without the need for a huge fuel supply," Nerger said. "Today we have generators that operate from solar power."

The wind-generated electricity in the Capital Region will be provided by Washington Gas Energy Services, which is the first electricity provider in the area to offer the service.

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Problems at Fort Tank—a Joe Sparks adventure

by Ron Mundt

Joe Sparks had a very long year at Fort Tank with the implementation of new security, additional power plant requirements, and several personal headaches. He was ready for a vacation.

Joe's favorite vacation spot was Colden Beach, a small beach town located one hour North of the South Carolina border. Joe had rented a cabin just one street back from the beach. He was looking forward to two weeks of relaxation on the beach and eating out every night. The bad news was that the weather was not great where he was going due to a lingering hurricane.

Joe had been on the road just four hours when he heard the weather alert. The hurricane had hit Colden Beach pretty hard. Although he was still eight hours away, he had the feeling that this would be a memorable vacation.

When Joe arrived in Colden Beach, there were utility trucks located throughout the town. The hurricane had left a large geographical area without power, and the local utilities were trying to restore power to the commercial and residential areas.

Joe was surprised when he saw a familiar face as he slowly drove through town. There was his old college buddy who he spent many hours with late at night in the library studying - Stute Pothead (Pot was his nickname). After a few minutes of backslapping and stories, Pot expressed his dismay at not being able to restore power to parts of his town. Pot was the local utility operations engineer.

"It just doesn't make any sense, Joe," he said. "We've restored power to most parts of town, but things keep blowing up for no reason."

Pot asked Joe if he had any ideas of where to start. Joe replied, " Just give me some background information and we'll attack it like we did in school. We'll stay with the problem until we get it solved."

Pot went on to explain. Electrical power during normal mode of operation was distributed via a 15 kV three (3) wire delta distribution line. All distribution transformers were connected line to line. The normal source of power was the main generating plant that consisted of four (4) 4160 volt wye grounded generators. The generating plant supplied power to the system via a large 4.160-15 kV delta-wye grounded transformer.

In addition to the main generating power source was an auxiliary generating plant that consisted of one (1) 4160 volt wye-grounded generator. The generator was connected to the 15 kV distribution system via a 4.16-15 kV wye grounded-delta transformer. The delta configuration was connected on the 15 kV side. The operation of the auxiliary plant was only for peak shaving. It was only operated in parallel with the main generating plant.

After the hurricane, continued Pot, we tried to restore power as soon as possible. In order to do that, the main power plant was not electrically tied to the auxiliary plant that was now being used for emergency power. This was to be a temporary fix.

The customers who were supplied electrical power from the main generating plant were receiving power without interruption. However, after a period of time, outages in the areas that were supplied power from the auxiliary plant started to have multiple power interruptions. A large part of the distribution bushings and lightning arrestors were failing in the system.

"Joe, this is driving me nuts," said Pot. "Any ideas?"

Joe took in what his friend had said and spent some time walking the distribution line and making a sketch on the back of his road map. After an evaluation of the system, Joe was convinced that a ground fault existed on the 15 kV delta system and the components that had failed were only rated for line-to-ground voltage. Since the normal mode of operation for the auxiliary plant was to operate in parallel with the main plant, component ratings of line to ground were acceptable because the system was grounded at the main plant transformer.

A ground fault on a delta system will not cause the operation of normal over-current protective devices, Joe thought to himself. It elevates the ground-to-line potential, so components connected to ground are exposed to line-to-line voltages. This is what caused the distribution bushings and arrestors to fail. Joe knew that delta systems can be protected from ground faults by special sensing potential transformers (PT") and relays.

After hearing Joe present his evaluation, Pot ordered his crew to check for a ground fault on the delta system. After an hour, his foreman happily informed him that they had found a ground fault at the far end of the beach pier, right next to Freddy's restaurant.

After hearing this, Pot slapped Joe on the back and said, "Since Freddy's now has power, let me buy you the best fish dinner in Colden Beach."

Ron Mundt works in the Special Missions Office.

PWD

249th Engineer Battalion makes M-Pack

by Ken Bryant

Shortly after September 11, 2001, the Prime Power Loan Program and Prime Power War Reserves staff researched the possibility of full mobility of its assets. As with any other military unit, we realized that if we could not get our equipment to where it was needed, it would get there late or never.

We also realized that three items of equipment had no real strategic mobility, the field and war tested MEP-208A, 750 kW, medium voltage, generator set; the newly fielded 1500 kW, medium voltage, commercial-off-the-shelf (COTS) units; and the 500 kW low voltage generator set. Trailer systems were the answer.

Our M-Packs are built and will be built and modified to adhere to MIL-STD-209J and MIL-STD-1791 for transportability restraining. This adherence makes M-Pack equipment available to be flown to a contingency's or disaster's closest airfield or runway while still taking into consideration that this equipment could be rail and roll-on-and-roll-off (RO/RO) ship transported.

The MEP-208A was previously loaded on the Air Force's C-130, C-141 and C-5, but not on the C-17. Its problems are that it is skid-mounted, weighs 40,000 pounds and must be crane lifted onto and off a waiting commercial transport trailer. The 249th Engineer Battalion did not have trailer capability until the plans were drawn for what the Battalion now calls its M-Pack B, (Mobilization Package B).

Even before 11 September 2001, the Battalion knew that there would be a shortage of Air Force crane and 40K load/unload capability. The Air Force was behind on the delivery of these loaders, and they would never have the cranes. After considerable thought and coordination with Tank and Automotive Command (TACOM), the M-Pack B came into being. This mobility package is derived mainly from Fontaine Trailer's Air Force Light Trailer (AFLT).

The AFLT was originally built to be just over 38 feet long with a 25-foot bed and ten 18,000-pound cargo tie down/restraint system. Our requirement for the trailer bed was that it be 30 feet long to accommodate the MEP-208A's length and weight.

Fontaine Trailer, Haleyville, Alabama, made things very easy with their experience in developing the Army's new M871A3 trailer before our approach. Their expertise carried over into the addition of retractable twist locks to the bed to accommodate a 20-foot, ISO container (the M-Pack A, 500 kW low voltage set), if need be, and engineered the position of the MEP-208A on the AFLT to within 1,000-2,000 pounds of front to rear balance. Four 120,000-pound, heavy lift points for ship-to-shore capability and eight 120,000-pound restraining points for railway transportation were also added.

M-Pack B was presented by 249th Engineer Battalion to the Air Force so successfully that it was certified to be loaded on the C-17 and the C-5 in just 9 days.

(continued from previous page)

The M-Pack C, COTS (commercial-off-the-shelf), utility-grade, 1500 kW generator is not loadable on the C-130, C-141, C-17 or C-5 because of the overhead and weight problems associated with being mounting on a commercial grade container chassis trailer. Also, there are no provisions (restraint points) on the chassis for tie down to the aircraft.

Present plans call for the lowering of the chassis trailer and adding restraining points to meet MIL-STD-1791. This project is scheduled to be completed by June 2003. M-Pack C will be the benchmark for all loading of 40-foot, heavy-laden, ISO containers on C-17 and C-5 aircraft.

The M-Pack A, COTS, 500 kW, low voltage generator has been around since early 1994. It is packaged in a 20-foot ISO container. Its future use became apparent when two of these units supplied power to Walter Reed Hospital in Washington, DC, when its main substation was fire-damaged in August 2001 and to the crash site workers at the Pentagon on 13 September 2001.

The 249th did not have the trailers to transport these units, and as a result, the Air Force and commercial trailers were used to transport them to the sites. They had to be off-loaded by waiting cranes at both locations. This response time was unacceptable to the Battalion. The trailer system chosen for this package is a 20-foot, ISO, extendable chassis trailer, Armor Chassis' Model MACS223, Ridgeland, South Carolina. This trailer was supplied with MIL-STD-209J specified restraining system to handle a 50,000-pound, gross vehicle weight (40,000 pound payload). Pintle hooks were added for towing another 20-foot, ISO container in tandem with the use of a converter dolly.

This combination of trailer systems allows the M-Pack A to be delivered to two locations with the use of one military tractor. And, when delivered to the site, it may be moved with other tactical vehicles around the site. If sited jointly, the two M-Pack As can be backed together to form a power plant with a platform.

The M-Pack A's trailer system allows it to be loaded on the C-17 and C-5 aircraft for disaster relief and contingencies, worldwide.

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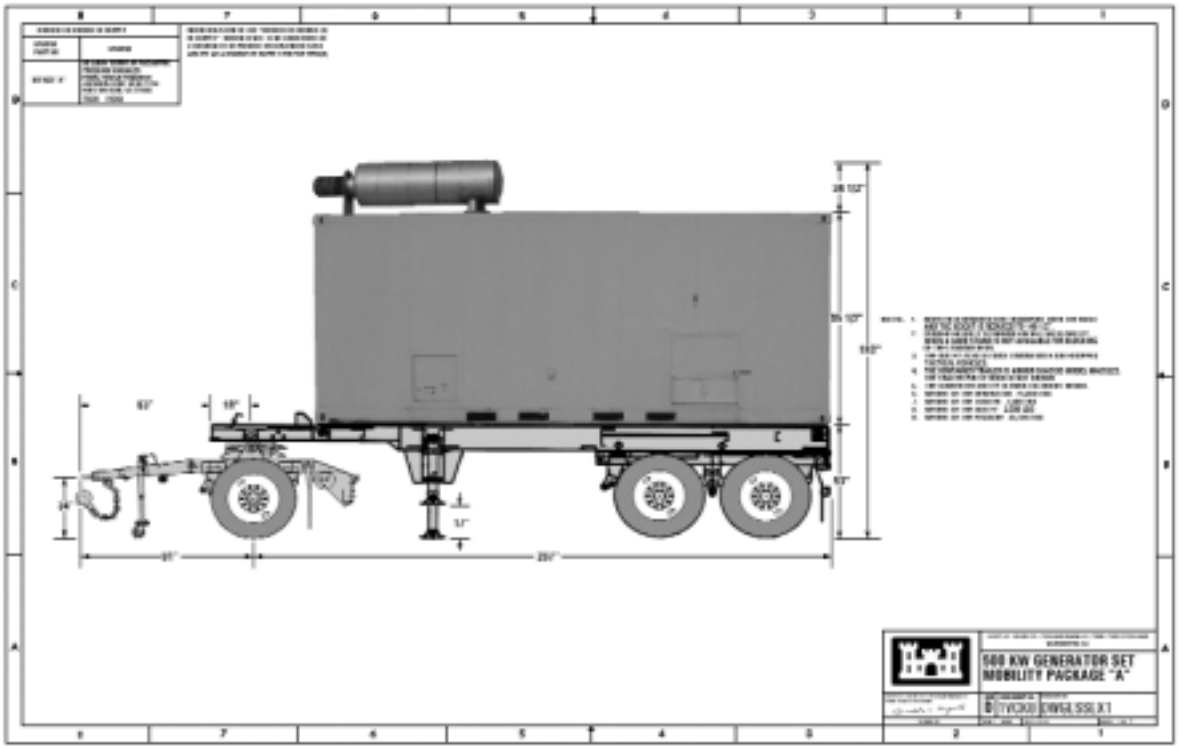
Ken Bryant is an equipment specialist with the Prime Power Loan Program at Fort Belvoir, VA.

PWD



photos by Ken Bryant

Self-service gasoline station fires

An Army civilian at the White Sands Missile Range, New Mexico, suffered first degree burns when static electricity ignited his clothing while he was refueling his vehicle. This was the second occurrence (within a two week period in December) when an Air Force employee made national news when he suffered major burns under similar circumstances at an Air Force base in San Antonio, Texas.

There has been a rash of these static electricity fires across the nation and the OACSIM has posted warnings on the Fire and Emergency Services web page at http://www.hqda.army.mil/acsimweb/fd/policy/fire/docs/FireWhileFueling.doc. These warnings were obtained from the National Petroleum Institute's web site at http://www.pei.org.

Most of the "documented" static electricity fires have occurred when persons get back into their vehicles after they begin refueling vehicle, build up a static electric charge, and then return to the nozzle where static electricity ignites the escaping fuel vapors while gas is still being pumped. Please caution your Garrison Fire Departments warn soldiers, civilians, and their families to stay outside their vehicles during the refueling process.

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PWD

Fort Rucker fire fighter killed in training exercise

An Army civilian firefighter was killed on 4 December 2002 in a routine training exercise involving an Amertek Model 2500L fire truck at Fort Rucker, Alabama. Preliminary CID investigation indicated that this fire truck was not equipped with an important "Safety Kit" modification.

In November 2000, Army fire chiefs were informed of the possibility of an accidental "run-away" of these fire trucks and installation of this "Safety Kit" was recommended to prevent this potentially dangerous situation. Since very few of these "Safety Kits" had been installed (only 47 of the 248 Model 2500L's in the field), the ACSIM signed an 18 December 2002 memo directing installation of these kits by 31 March 2003 and a monthly status report of these "Safety Kit" modifications. This directive rescinded OACSIM November 2000 e-mail guidance that the "Safety Kits" be installed at the discretion of the installation.

The "Safety Kit" (Part # Kit-American) is manufactured by American Fire Equipment, 13720 Dabney Road, Woodbridge, VA 22191, costs $534.77 (includes CONUS freight charges), and takes about four hours to install. For more information, please contact Paul Winiesdorffer, 1-888-233-3473, (703) 491-2990, FAX: (703) 491-1688 or e-mail: paulwafe@hotmail.com.

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DWIGHT A. BERANEK, P.E.

Deputy Director of Military Programs
Headquarters, U.S. Army Corps of Engineers
Washington, D.C.

If his face looks familiar, it's because Dwight A. Beranek has been with the U.S. Army Corps of Engineers for the past 34 years! Dwight recently became the Deputy Director of Military Programs at Headquarters, replacing William A. Brown.

In his new position, Beranek is responsible for policy, program and technical functions in the execution of over $10 billion of design and construction programs for the U.S. Army, U.S. Air Force, Department of Defense, other federal agencies and over sixty foreign nations in support of MG Carl Strock, the Director of Military Programs. He also supports a field organization consisting of 8 divisions, 41 districts and approximately 15,000 personnel involved in military construction activities.

"The major task before us today," according to Beranek, "is to posture Military Programs to meet the Army's priorities of winning the Global War on Terrorism, to transform the Army to be relevant throughout the 21st century, and to seek resources to accomplish these priorities. We will do that by building team work horizontally at the national level and vertically in support of divisions and districts."

Prior to assuming his present position, Beranek was the Chief, Engineering and Construction Division at Headquarters from August 1998. He was the principal spokesperson for the Corps of Engineers on technical doctrine and the Corps' relationship with the U.S. design and construction industry.

"In the last two years the Corps has reached out to a broad segment of the professional community and industry using partnering as the fundamental strategy with good results," he said. An example of this approach on a broad scale is the establishment of The Infrastructure Security Partnership (TISP), which the Corps led and Beranek chaired following the events of September 11, 2001.

Beranek joined the Corps in Chicago District's Construction Division in the S&I Branch as a mechanical engineer. "In my first job, I learned the value of teamwork and need to satisfy our customers consistently," he said. Later, Beranek worked in Omaha District's Construction Division for six years, followed by five years in Europe Division Management, followed by six years in the Missouri River Division's Engineering Directorate at Omaha, Nebraska.

In 1987, Beranek moved to Corps headquarters in Washington, D.C., working as the technical proponent for design criteria and later becoming the Chief, Policy and Analysis, Engineering Division. He was appointed the first Deputy Director for the Office of the Chief of Engineers (Pentagon) in 1993, helping establish this new office following a major Army Staff reorganization. In the fall of that year, he served in an executive development assignment as the Chief, Engineering and Construction Division, for the Philadelphia District.

Returning to Corps Headquarters in 1994 as an Assistant Director of Military Programs, Beranek became the principal advisor to the Director of Military Programs on restructuring, performance measurement, and strategic planning. He was also the chairman of the Army-wide Functional Area Assessment for real property and environmental management functions as part of Force XXI, the Army's vision for the early part of the twenty-first century.

In November 1995, Beranek entered the Senior Executive Service as the Director of Engineering and Technical Services at the Great Lakes and Ohio River Division. "As an SES, my responsibilities changed dramatically because I was charged with aligning people, process and communications for major regions and minor areas," he said.

Today, Beranek continues to serve on a number of industry panels and task forces. He is currently Chairman of the Society of American Military Engineers' (SAME) new Knowledge Management Committee. He is also a member of the Construction Industry Institute Board of Advisors and recently served as the President of the local chapter of the Army Engineer Association. In addition, he often speaks at conferences and workshops on a variety of topics including partnering with the private sector.

Beranek received a B.S. degree in Mechanical Engineering from Northwestern University in 1968. A Registered Professional Engineer in Nebraska, he holds master's degrees in Business Administration from Boston University, 1981, and Public Administration from American University, 1993. His awards include the Commander's Award for Civilian Service, Meritorious Civilian Service Award, Presidential Rank Meritorious Executive SES award, and Public Service Award from the American Council of Independent Laboratories.

Beranek resides in Fairfax, Virginia, with his wife, Beryl. He has three sons: Nicholas, Adam and Christian. He has learned over his career how to better balance work and family activities, a focus he recommends all of us maintain throughout our lives. You may reach him at (202) 761-0382 or e-mail: dwight.a.beranek@usace.army.mil

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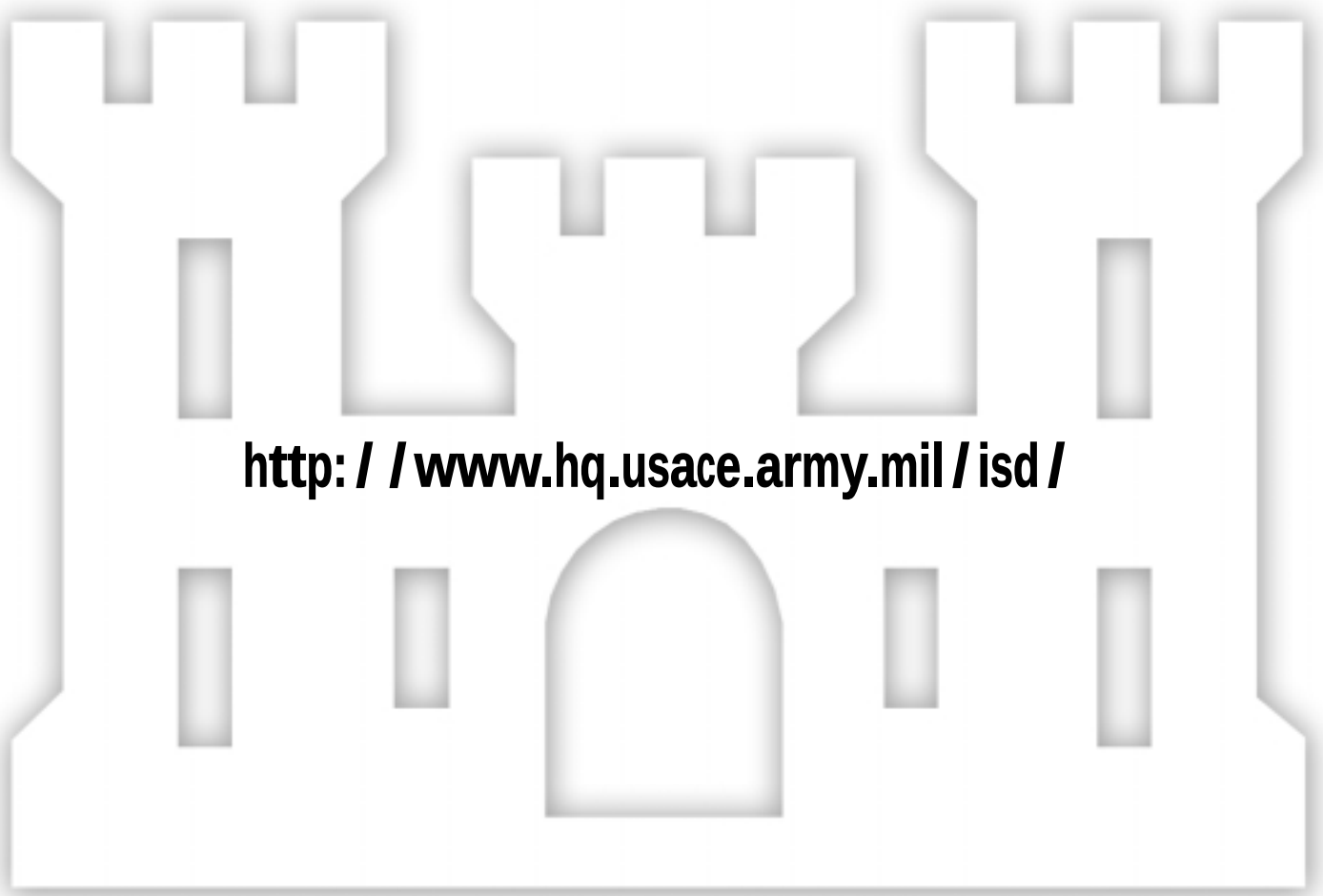
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